



**NEWARK**



**RENAISSANCE NEWARK INC.**

**NEW JERSEY'S  
ALL AMERICAN  
CITY**

RNI ——— renaissance newark inc.

EVERETT SHAW  
President

RNI  
renaissance newark inc.

ONE GATEWAY CENTER  
Lower lobby

NEWARK, NEW JERSEY 07102-5311  
(201) 430-8000 FAX: 648 0886

RNI ————— renaissance newark inc.



Bellemead Development  
Corporation

*salutes*

Newark's long and rich history  
as history begins

*for*

The Newark Center  
for Commerce and Education

# NEWARK

**NETWORK**



*NEWARK BY ROAD,  
RAIL, SEA AND AIR*

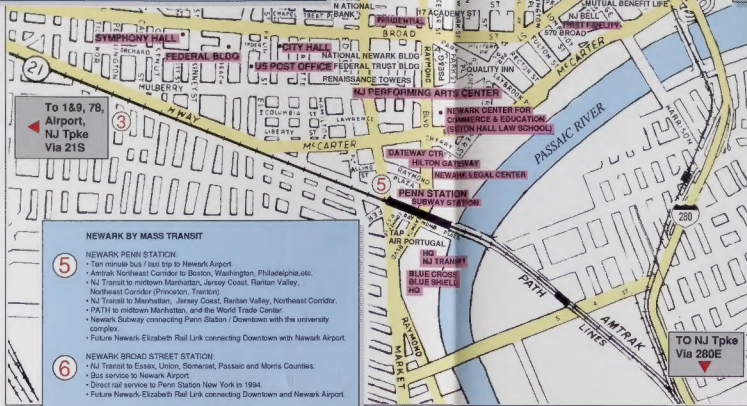
**RENAISSANCE NEWARK INC.**

# NEWARK

RNI • Renaissance Newark Inc.

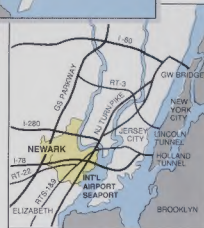
## NEWARK BY ROAD

- 1 NEW YORK CITY AND POINTS EAST:  
ENTERING: New Jersey Turnpike (Exit 15W) to I-280 West. Exit 15 (Newark) Broad Street. Left at light on Broad Street to Downtown. EXITING: North on Broad Street to traffic; right on to I-280 East ramp.
- 2 POINTS NORTH AND WEST:  
ENTERING: Garden State Parkway, Exit 145, then I-280 East. Exit Martin Luther King, Jr. Blvd., right at light, then immediate left, and right on Broad Street to Downtown. EXITING: Broad Street to T intersection; left on entrance ramp to I-280 West.
- 3 NEWARK INTERNATIONAL AIRPORT, POINTS SOUTH AND WEST:  
ENTERING: I-78 East to Routes 1 & 9 South. Exit to Rt. 21 / McCarter Highway and proceed North to Downtown. EXITING: South on Rt. 21 / McCarter Highway to Routes 1 & 9 South; bear right for I-78 or proceed straight for Newark International Airport.
- 4 MEADOWLANDS, BERGEN COUNTY AND NORTHEAST:  
ENTERING: Rt. 3 East / West to Rt. 21 South to Downtown. EXITING: Rt. 21 North.



## NEWARK BY MASS TRANSIT

- 5 NEWARK PENN STATION:  
• Ten minute bus / taxi trip to Newark Airport  
• Amtrak Northeast Corridor to Boston, Washington, Philadelphia, etc.  
• NJ Transit to midtown Manhattan, Jersey Coast, Raritan Valley, Northeast Corridor (Princeton, Trenton).  
• NJ Transit to Manhattan, Jersey Coast, Raritan Valley, Northeast Corridor.  
• PATH to midtown Manhattan, and the World Trade Center.  
• Newark Subway connecting Penn Station / Downtown with the university complex.  
• Future Newark-Elizabeth Rail Link connecting Downtown with Newark Airport.
- 6 NEWARK BROAD STREET STATION:  
• NJ Transit to Essex, Union, Somerset, Passaic and Morris Counties.  
• Bus service to Newark Airport.  
• Direct rail service to Penn Station New York in 1994.  
• Future Newark-Elizabeth Rail Link connecting Downtown and Newark Airport.



**RENAISSANCE NEWARK, INC.**

1 GATEWAY CENTER • LOWER LOBBY • NEWARK, NJ 07102-5311 • 201-430-8000

# **NEWARK**

## **AMERICA'S STRATEGIC LOCATION**



Headquarters Blue Cross & Blue Shield of New Jersey Three Penn Plaza East, Newark

# **sitar**

**SITAR COMPANY**

**908-283-9000**

**Representing America's Largest Corporations  
for Some of America's Largest Real Estate Transactions**

**BROKERAGE • NATIONAL CONSULTING ASSIGNMENTS • COMPUTER SOFTWARE DEVELOPMENT • MARKET RESEARCH**

# NEWARK

**NOW!**



RENAISSANCE NEWARK INC.

## RENAISSANCE NEWARK INC. CONTRIBUTORS

Amelior Foundation  
AT&T  
Bellemood Development Corporation  
Blue Cross & Blue Shield of NJ  
Broad National Bank  
Cathedral Healthcare Systems, Inc.  
Coopers & Lybrand  
Deloitte & Touche  
Ernst & Young  
First Fidelity Bancorporation  
Hemsley-Spear, Inc.  
Henkind/Engel Organization  
The Howard Savings Bank  
K. Haynarian Companies of North Jersey  
L.J. Gonzer Associates  
Macy's Northeast  
McCartier & English  
Merrill, Lynch  
Midlantic Corporation  
Mutual Benefit Life Insurance Company  
National Westminster Bank Corporation  
New Jersey Bell  
The Prudential Insurance Company  
Public Service Electric & Gas Company  
Security National Bank  
Stryker, Tams & Dill

## SPECIAL THANKS TO NEWARK NETWORK CONTRIBUTORS

Bellemood Development Corporation  
Capital Hill Investment Corporation  
Edison Parking Corporation  
Hemsley-Spear, Inc.  
Newark Center Building Corporation  
Port Authority of New York and New Jersey  
The Prudential Insurance Company  
Public Service Electric & Gas Company  
Rachlin and Company  
Royal Gull Realty  
Ten Park Place Associates  
U.S. Realty & Investment Company

# NEWARK

**NOW!**

## M E S S A G E S



EVERETT SHAW

**Everett Shaw  
President of Renaissance  
Newark Inc. & Deputy Mayor for  
Economic Development**

Whatever our professions — we are all in a sense, salespeople. Those of us who are economic development professionals are no exception — our job is to sell cities. Our potential market is enormous — developers, corporate site finders, industrial business owners and even people who are just looking for a place to live. Our selling points are the City's attributes.

Newark today has not just one individual selling point, but a combination of factors to differentiate it from other urban cities. The obvious is stated first — it is location. Within a 25-mile radius is a regional market of 5 million people. Located in the middle of the Boston to Washington corridor, Newark has easy accessibility to these cities and a 12 minute train ride to Manhattan. It is served by one of the fastest growing international airports in the country, the largest port on the east coast and the largest containerized shipping port in the world. It is a center of higher education, with five major universities and colleges, and a population of 45,000 students, administrative staff and educators. It is home to the State's largest public library, its most prestigious museum and is the future site of the New Jersey Performing Arts Center, a new world class performing arts complex. It is a city with six major health care institutions, including the University of Medicine

and Dentistry which is one the State's largest employers. It is a city that offers an excellent labor pool and affordable in-town living opportunities for its residents.

Perhaps most significantly, however, Newark now is a city which benefits from one of the most effective public/private partnerships in the country. It has as its Mayor, Sharpe James, who values the importance of private-sector participation in public policy-making. And it has a business community with the most highly developed sense of corporate social responsibility anywhere. The combination of these factors adds up to "leadership" and is reflected in Newark's recent successes, all have come about as a result of this partnership.

I am most fortunate as President of RNI and Deputy Mayor for Economic Development, to serve as the liaison between the business community and the Office of the Mayor. This link enables me to develop and nurture channels of communication and to leverage the resources of both the public and private sector to meet the common objectives of the revitalization of Newark. I have been successful in meeting these objectives due to the strength of the commitment by both the public and private sectors to this partnership.

A stylized handwritten signature of Everett Shaw.

# NEWARK

**NOW!**

## M E S S A G E S

### **Mayor Sharpe James City of Newark**

The City of Newark should be included on any list of possible sites that you may be exploring for relocation and expansion. Indeed, if your firm is presently in a mode of examining a change in the current site of operation, I most respectfully urge you to carefully weigh what the City of Newark has to offer.

We have demonstrated in the last five years that our City can continue to enjoy enormous success in its rebirth and revitalization as long as we work hard and seek growth opportunities such as those offered by your firm. Therefore, we are working hard and, in doing so, we are reaching out to you.

As you read through *Newark Now*, you will see that the development taking place is both dynamic and diverse. On each page,

### **Richard Monteilh Business Administrator, City of Newark**

Newark Now presents a comprehensive scene of the physical growth underway in Newark today. The picture I would like to give of *Newark Now* is what is going on behind the scenes: those activities upon which Newark's future is being built.

On any given day, in many corporate meeting rooms and municipal government offices across the City, public and private sector members are working together to tackle issues of mutual concern. They could be members of one of RNI's downtown development corporations, meeting with a City department head to discuss upgraded lighting or the construction of new police kiosks. Or they might be City officials meeting with citizen volunteer task force members and NJ TRANSIT staff to implement improvements at train stations. And yet another group might consist of private property owners, with RNI staff support, presenting the Mayor with a program of

you will meet the people who represent both the public and private partnerships of this City. As you read what they say, you will note a sense of enthusiasm and excitement as they describe why they believe in Newark.

We think you will share that excitement once you learn more about what this great City has to offer. Through our development corporations, there are site-finder services, assistance with loan packaging, securing financing and local government approvals, loan guarantees and many other services. There are also tremendous tax benefits associated with our Urban Enterprise Zone which development officials will be pleased to explore with you. We are anxious to work with you to show you how

favorably we compare with any other location you may be considering.

We are confident that dollar for dollar, cost for cost, our location, labor market, labor availability and transportation network favorably postures us in any competition for your future investment.

My invitation to take advantage of Newark's advantages goes not only to those considering Newark as a business location, but also to those already here. We welcome the opportunity to advise and assist you in planning for growth through the renovation of an existing facility or the construction of a new base of operation.

We invite you to look at Newark as it is Now and become a partner in shaping the way it will look tomorrow.



RICHARD MONTEILH AND MAYOR SHARPE JAMES

future needs of Newark's businesses. We welcome and appreciate the involvement of the private sector, as we strive to improve the educational performance of our children.

We at City Hall have stressed the accessibility of government. We have streamlined governmental operations to eliminate bureaucratic layers. One result has been to speed up development through a centralized development agency and one-stop permitting process. Today, Newark is on the move with over \$6 billion in new investment since 1986 and construction activity visible throughout the City.

If the examples which have been described above make Newark the type of city with which you would like to be associated, stop at City Hall — we'd be happy to hear from you!

## R N I T R U S T E E S



### NEW JERSEY BELL

*"Since before New Jersey Bell was incorporated in 1927, the 'telephone company' has been committed to Newark. We believe in the City. Our headquarters, major switching centers and network operations locations are evidence that Newark 'works' for New Jersey Bell."*

**James G. Cullen,  
President & CEO —  
New Jersey Bell**



### PSE&G

*"Newark, being PSE&G's corporate headquarters, is a city with which we are very familiar. We believe the problem solving approaches developed by Newark's public/private partnership are a prototype which can be used in the revitalization of other urban areas."*

**E. James Farland,  
Chairman, President and CEO —  
Public Service Electric and Gas Company**



### FIRST FIDELITY BANCORPORATION

*"Newark's outstanding seaport, its world-class international airport, and its first-rate banking and trade finance services ensure the continuing growth of the City as a center for international trade and commerce through the 1990's."*

**Anthony P. Terraciano,  
Chairman of the Board, President and CEO —  
First Fidelity Bancorporation**



### DELOITTE & TOUCHE

*"Newark has provided, and will continue to provide, an important base of operation for us. Its proximity to Manhattan and its accessibility to an enormous regional market make it an excellent place to do business."*

**Harry W. Witt,  
Vice Chairman and Office Managing Partner —  
Deloitte & Touche**



### AMELIOR FOUNDATION

*"I see limitless possibilities for individual advancement and growth in the City of Newark today. Encouraging a spirit of entrepreneurship, cooperative business ventures and motivating the City's youth are the goals of many programs which are achieving extremely successful results."*

**Raymond G. Chambers,  
Chairman —  
Amelior Foundation**



### BLUE CROSS AND BLUE SHIELD

*"As the new Blue Cross and Blue Shield tower arises, it reaffirms our commitment to the City of Newark, where we were founded almost 60 years ago. Our consolidation will have an extremely substantial economic impact on both Blue Cross and Blue Shield and the City."*

**John Patillo, PhD  
President & CEO  
Blue Cross and Blue Shield of NJ**



### PRUDENTIAL

*"Prudential's investments in Newark go beyond the well known commercial properties of Prudential Plaza, 213 Washington Street and the Gateway Center. We are deeply committed to the City's cultural, educational, and residential revival as well."*

**Robert C. Winters,  
Chairman —  
The Prudential Insurance Company**

# NEWARK

**NOW!**

## C O R P O R A T E   H E A D Q U A R T E R S

**Some of  
the country's,  
and even  
the world's,  
largest and  
most presti-  
gious compa-  
nies have  
corporate  
headquarters  
in Newark —  
many were  
founded here  
decades ago!**



THE PRUDENTIAL INSURANCE COMPANY

*"Prudential has had its headquarters in Newark for over a century. We have never stopped investing in Newark and plan to continue that commitment well into the future."*

**William Tremayne, Senior Vice President, Public Affairs —  
The Prudential Insurance Company**



FIRST FIDELITY BANK

*"As one of the State's leading financial institutions, we examine every opportunity to re-invest our resources in the cities in which we do business. Since Newark is our home, re-investment here has an extremely high priority."*

**Jerome D. Greco,  
Senior Vice President & Director of Public Affairs —  
First Fidelity Bancorporation**



PUBLIC SERVICE ELECTRIC AND GAS COMPANY

*"When the new PSE&G headquarters was constructed in 1979, it incorporated the best elements of design with open space for a plaza which would welcome public participation in city-wide events."*

**John Maddocks,  
Vice President — Public Affairs  
Public Service Electric and Gas Company**



NEW JERSEY BELL

*"Technology and people invigorate Newark. One of the best, most versatile telecommunications networks in the world serves every business need. Caring, active volunteers at all levels feed the City's spirit."*

**Walter L. Molineux Jr.,**

**Assistant Vice President External Affairs/Public Relations — New Jersey Bell**



MUTUAL BENEFIT LIFE

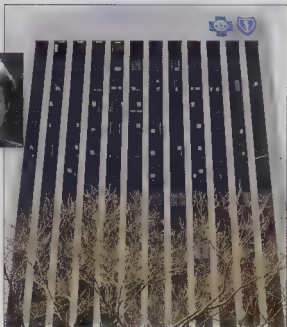
*"Community involvement is an important part of doing business in today's environment. The public/private partnership works in Newark because of the commitment of the entire business community and the City Administration to reach out to everyone to work together for the entire community."*

**Samuel M. Convisser, Vice President of Governmental Affairs — Mutual Benefit Life**



*"With the construction of a new building underway, Blue Cross and Blue Shield is approaching a new phase in its history in Newark. When complete, 2500 Blue Cross and Blue Shield employees will relocate here, resulting in the largest corporate relocation back into an urban center in decades."*

**Joan F. Boyle**  
**Executive Vice President and Chief Financial Officer —**  
**Blue Cross and Blue Shield of New Jersey, Inc.**



BLUE CROSS AND BLUE SHIELD

# NEWARK

**NOW!**

## COMMERCIAL — NEW CONSTRUCTION

**Radiating from  
Penn Station  
and the  
Gateway  
Center is an  
entirely new  
sector of  
commercial  
growth which  
will feature  
retail,  
restaurants  
and public  
plazas,  
complementing  
new legal,  
educational  
and office  
space.**



THE LEGAL CENTER

*"The investments in our airport/seaport complex highlighted by the growth of international service at Newark Airport have helped to make Newark a gateway to world markets. The Legal Center and PATH serve downtown Newark and continue to play an important part in the City's economic future."*

**Richard Leone, Chairman — Port Authority**



*"Newark is primed for growth and PSE&G is pleased to offer site finder services, special area development electric discount rates and energy conservation incentives which attract new development."*

**Stephen Kukan,  
General Manager —  
Area Development  
Public Service Electric  
and Gas Company**



FUTURE HOME OF BLUE CROSS AND BLUE SHIELD

*"We have recently become the largest new owner of existing commercial property in downtown Newark. Additionally, we have invested in new construction and industrial property, indicating our strong belief in Newark's future."*

**Gene Heller, President — Hartz Mountain, Inc.**



FUTURE HOME OF NJ TRANSIT

*"Every possible mode of transportation is represented in this City, making it one of the nation's most accessible urban centers. You cannot separate the success of Newark from the success of its transit services."*

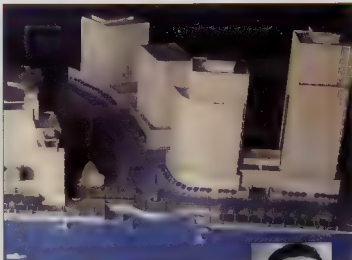
**Shirley Dalibero, Executive Director — NJ TRANSIT**



FUTURE HOME OF BELLEMEAD CENTER FOR COMMUNITY & EDUCATION

*"Although Bellemead has traditionally been a suburban oriented development company, we believed only Newark offered us the opportunity to be involved in a project as unique and exciting as the Newark Center for Community and Education."*

**Donn Norton, President — Bellemead Development Corporation**



MIDDLE OF RIVERFRONT



*"The Riverfront, a pivotal project for Newark, includes commercial, residential, retail, hotel and entertainment phases. Plans for the Riverfront have been coordinated with the Performing Arts Center and the proposed master plan for downtown Newark."*

**Gary S. Spirer,  
President —  
Capital Hill Properties**



PROPOSED MULTIPLEX MOVIE THEATRE



*"Groundbreaking for this neighborhood movie theatre is evidence of the City's commitment to developing its neighborhoods as well as the Central Business District. The development of the City's neighborhoods is a priority of the Mayor and Municipal Council."*

**Glenn A. Grant, Corporation Counsel — City of Newark**



FUTURE SITE OF THE NEW POST OFFICE



*"The decision of the U.S. Postal Service to stay in Newark guarantees the retention of hundreds of postal jobs currently held by Newarkers. This commitment to remain in Newark is beneficial to both postal employees and Newark's economy."*

**Harold Lucas, Director of Development — City of Newark**

# NEWARK

**NOW!**

**COMMERCIAL — EXISTING**

**Many of  
Newark's  
finest  
examples of  
second  
generation  
office stock  
are  
undergoing  
renovation  
and providing  
attractive  
alternatives  
at reasonable  
rents.**



10 PARK PLACE



**Bruno G. Col, President — Royal Gulf, Inc.**

*"This building has not only been renovated, it has been beautifully restored with great attention to detail, both inside and out. The lobby is a striking statement of how elegance can be recaptured."*



200 WASHINGTON STREET

*"We've taken an excellent center city location and created an exciting, contemporary office building for the small to medium company. The dramatic lobby atrium incorporates a suburban atmosphere."*

**Michael Rachlin, Vice President — Rachlin & Company**



744 BROAD STREET & 1180 RAYMOND BOULEVARD

*"Helmsley Spear, Inc. has managed 2 skyscrapers — 744 Broad Street and 1180 Raymond Boulevard for many years. During their tenure as managing agents, many of New Jersey's most prestigious office tenants leased space in these handsome buildings."*

**Leon G. Topelsohn, Vice President — Helmsley-Spear**



CENTER CITY COURT

*"Center City Court, 1160 Raymond Boulevard, is a symbol of our belief in the revitalization of Newark. This property offers affordable contemporary office and retail space to meet the challenges of today's business by creating an environment that is good for business and the community."*

**Charles Burwish — President,  
United States Realty & Investment Co.**



GATEWAY CENTER

*"Gateway Center's success can be measured by renovations and renewal by existing tenants and also by the transformation of the retail concourse to include upscale stores and restaurants serving over 7,000 people who work here."*

**Roger Pratt, Vice President — Prudential Property Company**



707 BROAD STREET

*"As a banker with long standing roots in Newark, I believe the renovation of this building to accommodate state offices will significantly enhance downtown retail and commercial investment."*

**Donald Karp, Chairman — Broad National Bank**



MARKET STREET

*"That a developer as prestigious as Hertz Mountain recognized the benefits of investing in the Market Square project, indicates the strength of Newark's real estate market."*

**Gustav Henningburg, CEO — Gustav Henningburg Associates, Inc.**



31 CLINTON

*"31 Clinton is part of a major revitalization program of the Market Square district. Its renovation was essential to the relocation of state workers to this multi-block project area."*

**Lewis Henkind, Principal — Henkind-Engel Organization**

# NEWARK

**NOW!**

## CULTURE

**Newark**  
has always  
encouraged  
the flourishing  
of the arts.  
Today, dance,  
theatre, choral  
and musical  
groups abound  
amid an  
atmosphere of  
excited antici-  
pation about a  
new world  
class  
Performing  
Arts Center.



*"It's terrific to see the crowds attending outdoor concerts during the summer. The plaza becomes an outdoor theatre and comes alive with downtown employees and residents enjoying the pleasant distraction it provides. I look forward to seeing future theatre events of this nature throughout the City."*

**Clarence C. Lilley, President**  
— Theatre of Universal Images



NEWARK MUSEUM



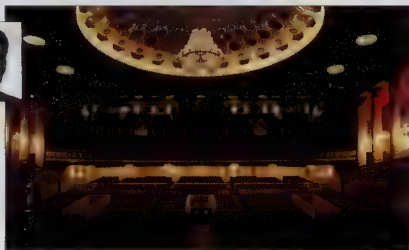
*"I feel so fortunate to be at the head of the museum at this particular period of time. Our cultural resources are reaching new heights, guaranteeing our future as a premier city for cultural enrichment."*

**Samuel C. Miller,**  
Director —  
The Newark Museum



*"If you've been inside Symphony Hall lately, you'll see the altar we get, the better we get. The quality of our performances is continually enhanced by the restoration of this proud Newark landmark."*

**Leon P. Denmark,**  
Executive Director —  
Newark Symphony Hall



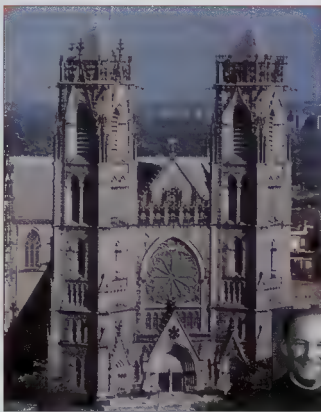
NEWARK SYMPHONY HALL



NEWARK PUBLIC LIBRARY

*"As the State's largest, and one of the oldest libraries, we are constantly changing to meet the needs of the times. Our Business Information Center provides up-to-date, comprehensive computerized data to the business community."*

**Dr. Alex Boyd, Director — The Newark Public Library**



SACRED HEART CATHEDRA

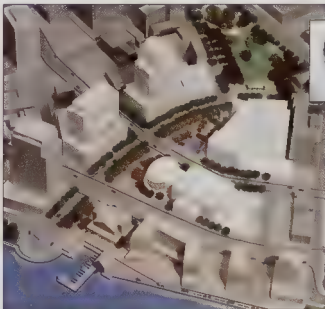
*"The magnificence of Sacred Heart recalls the greatest Cathedrals of Europe. Its beauty enables both worshiper and passer-by. At night, its illuminated facade is a beacon of hope for our City. It is one of the jewels of Newark's Renaissance."*

**Theodore E. McCarrick, Archbishop of Newark**



*"Edison Parking's corporate headquarters has been in Newark for 35 years, and we are prepared to meet the parking needs of Newark's upcoming arts-related commercial and retail development."*

**Jerome Gottesman,  
Chairman — Edison Parking**



NEW JERSEY PERFORMING ARTS CENTER



*"The New Jersey Performing Arts Center is intended to take its place alongside of the Kennedy Center in Washington and Lincoln Center in New York as one of the signature cultural institutions on the east coast, not just now but for the ages."*

**Lawrence P. Goldman,  
President —  
New Jersey Performing Arts Center**

# NEWARK

**NOW!**

## HIGHER EDUCATION

**The students,  
staff and  
administration  
of Newark's  
six institutions  
of higher  
learning  
comprise a  
population of  
45,000,  
making  
Newark one of  
the nation's  
largest college  
towns.**



REGISTRATION CENTER, RUTGERS UNIVERSITY

*"Education is a growth industry in Newark. Living on campuses now at Rutgers and NJIT are 3,000 students opening up an entire new market for Newark businesses."*

**Dr. Norman Samuels,  
Provost — Rutgers University, Newark Campus**



UNIVERSITY OF MEDICINE AND DENTISTRY

*"UMDNJ plays a major role in Newark's economy — not only as its largest employer, but also in terms of the indirect economic benefits to businesses created by our health care services, medical research and technology."*

**Dr. Stanley Bergen Jr., President — UMDNJ**



CYPRESS HALL, DORM AT NJIT

*"Not only are we adjusting tomorrow's workforce in the scientific, technological and managerial fields that are key to our economic future, we also conduct applied research in such critical areas as manufacturing and environmental engineering and provide technical assistance to local businesses."*

**Dr. Saul K. Fenster, President —  
New Jersey Institute of Technology**



SETON HALL LAW SCHOOL

*"As the construction of the Center nears completion, we anticipate a dynamic and mutually beneficial interaction between commerce and education. This will truly be a center of activity during the daytime and the evening, as well."*

**James E. Servideo, Vice  
President — Bellemood  
Development Corporation**

*"Seton Hall's commitment to remain in Newark made possible this exciting new initiative combining commercial space with the University's expansion. Our confidence in its success is based upon the partnership we have formed with Bellemood to accomplish this."*

**Ronald J. Rkicic,  
Dean  
— Seton Hall Law School**



ESSEX COUNTY COLLEGE

*"What we view as one of the most important missions of an urban institution is to reach out to those who might not otherwise have believed higher education was a possibility."*

**Dr. A. Zachary Yamba, President — Essex County College**

# HEALTH CARE

**Health care  
is the City's  
fastest  
growing indus-  
try as  
attested  
by major  
expansion and  
renovation  
programs at  
all of  
the City's  
hospitals.  
Newark's  
health care  
institutions  
have gained  
national  
recognition as  
research and  
specialized  
facilities.**



SAINT MICHAEL'S MEDICAL CENTER

*"With our 125th anniversary approaching in 1992, Saint Michael's commitment to the people of Newark has never been stronger. Our building and renovation program exemplifies this in every new program and service."*

**Robert J. Maher,  
President — Saint Michael's Medical Center**



UNIVERSITY HOSPITAL

*"As the flagship hospital of the UMDNJ system, University Hospital is developing a full range of medical services, to offer New Jersey's residents the same outstanding level of care available in the nation's most renowned medical centers."*

**Marc H. Lory, Vice President and CEO —  
University of Medicine & Dentistry of New Jersey**



UNITED HOSPITALS MEDICAL CENTER

*"United Hospitals Medical Center serves the adult community and also offers twenty seven pediatric specialties. Upcoming construction includes a free standing children's hospital. We began in Newark and we will continue to expand in Newark because we believe in the future of this City."*

**Bernard Dikans, Sr., President and CEO — United Hospitals  
Medical Center and Children's Hospitals of New Jersey**



BETH ISRAEL MEDICAL CENTER

*"From a two-story house on the corner of High and West Kinney Streets in 1901, we have developed into a nationally recognized health care facility. As employees of 3,000, we admit over 70,000 patients annually with 160,000 emergency and out patient visits."*

**Lester M. Bornstein,  
President — Newark Beth Israel Medical Center**



SAINT JAMES HOSPITAL

*"Saint James has recently made a tremendous investment in technology, so that today, we can provide state-of-the-art health care for the innerbound community. The delivery of quality, cost effective and convenient services remains our number one priority."*

**Charles L. Brennan, President and CEO — Saint James Hospital**



COLUMBUS HOSPITAL

*"At Columbus Hospital, Newark's Renaissance is not just a concept, but a reality as we watch our building and expansion program take shape. It confirms Newark's vitality as an urban business center and also as a community."*

**John G. Magliaro, Administrator — Columbus Hospital**

# NEWARK

**NOW!**

## TRANSPORTATION

**Rail, highway,  
bus and sub-  
way service,  
airport and  
port facilities  
are all repre-  
sented in  
Newark —  
creating the  
most compre-  
hensive trans-  
portation net-  
work in the  
Country!**



"Today, with the recent introduction of 19 new international carriers, you can leave from Newark International Airport and travel to almost every major city in the world. Domestic destinations and time schedules also correspond to the business traveler's needs."

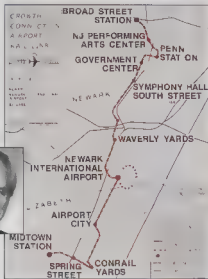
**Vincent E. Bonaventura,  
General Manager —  
Newark International Airport**



NEWARK INTERNATIONAL AIRPORT, PORT NEWARK/ELIZABETH

"Port Newark/Elizabeth is a microcosm of the entire world. With nearly 30,000 feet of berthing space for ships which annually handle over 12 million long tons of cargo, the facility is the most active container port in North America."

**Lillian Libardi, Director —  
Port Newark/Elizabeth**



GROWTH CONNECTION PROPOSED ROUTE



"For Newark to be competitive in the next century, it must offer the most modern, efficient mass transit system possible. The rail link between Downtown Newark and Newark International Airport and Elizabeth will stimulate development and fulfill that need."

**Jon P. Spinnanger, Director of Government Relations — NJ Bell**



CITY SUBWAY

"Newark's city subway carries 73,000 passengers a day on a 4.3 mile route with 11 stations. Commuters can travel hassle-free from Penn Station through the Central Business District to the Newark border."

**Simon Kaplan, Manager — 1100 Raymond Boulevard**



BROAD STREET STATION

The Broad Street Station serves as an important link for those commuting from the suburbs of Montclair, Summit and the Oranges into Newark. Commuters can also make connections from Hoboken onto the World Trade Center and 33rd Street or catch a ferry to Battery Park City.



PENN STATION

"Penn Station is a veritable transit phenomenon with NJ TRANSIT trains serving more than 50 cities and towns, including Manhattan and 10 shore communities, AMTRAK and PATH trains, the Newark city subway, the airline and bus stops for 20 lines."

**Z. Wayne Johnson, Assistant Vice President  
External Affairs and Compliance Programs — NJ TRANSIT**

# INDUSTRY AND MANUFACTURING

**Research  
generated by  
the City's  
universities  
and hospitals  
spurs new  
product  
development  
while two  
of the City's  
oldest  
companies  
undergo  
expansion.**



STAP LEDGER

*"With Newark as the Star Ledger's headquarters since 1938, we feel very much a part of this City. While we are supportive of many initiatives, the Newhouse Foundation is proud to be a major contributor toward the new New Jersey State Performing Arts Center."*

**Martin Barman, Publisher — The Star Ledger**



KREMENETZ COMPANY

*"As one of Newark's largest and oldest continuous businesses with an 118-year history, there was little doubt that when we built a new \$6.5 million facility, it would be here."*

**Richard Kremenetz, President — The Kremenetz Company**



*"Whether it be advanced manufacturing technologies, managing hazardous wastes or aiding new technology-based businesses in our incubators, our research today lays the foundation for the industries of the future."*

**Henry T. Bloch, Vice President for Economic Development — NJIT**

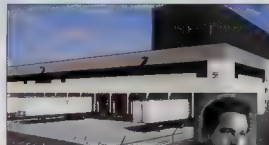
NEW JERSEY INSTITUTE OF TECHNOLOGY



ANHEUSER-BUSCH

*"Anheuser-Busch's Newark Brewery celebrating its fortieth anniversary in 1991, was the first production facility outside the company's St. Louis base. A recently completed multi-hundred million dollar modernization program reaffirms our commitment to New Jersey's premier city."*

**James Lukaszewicz, Plant Manager — Anheuser-Busch, Newark Brewery**



MOUNTAIN DEVELOPMENT CORPORATION

*"Our attraction to Newark that resulted in our 10 acre, 516 million industrial park development at Frelinghuysen and McClellan was due to the greatly improved business and political climate generated by the dynamic leadership of Mayor Sharpe James."*

**Robert Lieb, President — Mountain Development Corporation**

# NEWARK

**NOW!**

## RETAIL AND RESTAURANTS

**Neighborhood shopping centers are springing up for the first time in two decades. The downtown is seeing new upscale eateries emerging and old favorites sporting new facades.**



NEW COMMUNITIES SHOPPING CENTER



*"The Pathmark in this mall now has the reputation for having the largest fresh produce department for miles around. Maybe Pathmark feels this community deserves something extra, not having had a new supermarket since 1967."*

**Reverend Monsignor William J. Linder,  
Founder of New Communities Corporation**



GATEWAY CENTER CONCOURSE



*"Prudential's involvement in development goes beyond its own downtown properties. It includes community development initiatives with broad social purposes such as retail and housing projects which extend into Newark's residential neighborhoods."*

**William E. Brooks, Vice President, Community Initiatives  
The Prudential Insurance Company**

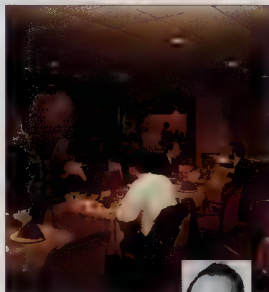


UNIVERSITY PLAZA



*"Although I have a diverse Newark portfolio, University Plaza is one of my proudest achievements. It provides the retail goods and services missed so long by the residents of the University Heights neighborhood."*

**Cecil H. Sanders, President/CEO —  
C. H. Sanders Construction Company, Inc.**



BENTLEY'S



*"Those of us with low practices in the Gateway Center appreciate having Bentley's in the concourse. It provides an attractive setting, conducive to luncheon and business meetings, with easy access to Penn Station."*

**George C. Witte, Jr., Partner — McCarter & English**



DON'S 21

"A Newark landmark since 1964 Don's 21 recently underwent a complete renovation. Its handsome new facade represents a renewed commitment to its already established clientele and its anticipation of future growth."

**Arthur Powell, President — Powell Capital Markets**



WALL STREET DELI

"AT&T has had a presence in Gateway II since 1972. Recently, new retail shops and restaurants have opened at Gateway, offering many more choices for dining and shopping, including spots like the Wall Street Deli, a trendy setting with a New York City ambience."

**Simone Acque, Public Relations Manager — AT&T**



PRUDENTIAL PLAZA MALL

"As a downtown business owner, I am pleased to see the Prudential Plaza Mall showing the effects of a recently completed facade. With two new stores opening this spring, downtowners will find an even greater variety of goods and services within this indoor shopping mall."

**Lawrence J. Gonzor, President — L.J. Gonzor Associates**



NOVADA COURT MALL

"Novada Court Mall, currently under construction, is an in-town shopping center with suburban style. The new units in University Heights and Society Hall, and the established residential development in the vicinity now have a new, nearby shopping alternative."

**William D. Manns, President — Novada Court Urban Renewal Corporation**

# NEWARK

**NOW!**

## HOTELS

**Highly reputed  
hotel and  
motel chains  
with interna-  
tional stature  
have invested  
in Newark,  
both in town  
and surround-  
ing Newark  
International  
Airport, pro-  
viding excel-  
lent restau-  
rants, confer-  
ence and  
convention  
facilities.**



HOLIDAY INN



MARRIOTT



*"We see the proliferation of hotels and motels around the airport as directly supporting the growth of the airport and as a tremendous benefit not only to the business and pleasure travellers but also to local businesses."*

**Richard A. Lissor,  
City Vice President — Continental Airlines**



*"The Radisson is one of the newest hotels to spring up around the airport. All of us in the banking business appreciate having another first-class hotel for our clients in close proximity to the downtown district."*

**Marshall L. Wolf, Executive  
Vice President —  
Radisson**



RADISSON



HILTON GATEWAY

*"The Hilton is the gateway between Newark's Penna Station and the Central Business District. We are a full service hotel whose staff is committed to excellence in service and to giving our guests the price and value they demand."*

**Bill Stock, General Manager — Hilton Gateway & Towers**



QUALITY INN

*"Constant upgrading of the Quality Inn in the heart of downtown has resulted in an attractive and accessible facility with a capacity to handle large groups for both business and social functions."*

**Miles Berger, President — Berger Properties**

# GOVERNMENT

**From City Hall  
to the new  
Martin Luther  
King Jr.  
Federal  
Courthouse, to  
the Essex  
County Court-  
house, every  
branch of  
government is  
here — making  
the City  
particularly  
attractive  
to law firms.**



*"As a lifelong resident of Newark, I share the aspirations of its people and understand their needs. It is a tremendous honor to serve these people and represent their interests at the Federal level."*

**Donald M. Payne,  
United States  
Congressman**



**RODINO BUILDING**



**CITY HALL**



*"Newark is, in every sense of the word, the seat of government — not only for the County, but also for the State. We're known as the Northern Capital because of the strong presence of state government."*

**Ralph T. Grant Jr., Ph.D.**



*"As the State's largest city, we look to Newark as an innovator. The City has created partnerships which are extremely successful in solving problems by leveraging public funds with private resources."*

**Bill Bradley,  
United States  
Senator**



**MARTIN LUTHER KING JR. FEDERAL COURTHOUSE**

*"It should be noted that Newark has the largest concentration of federal facilities and agencies in the entire State. I am particularly pleased to have a district office here — it keeps me in touch with the pulse of the City."*

**Frank Lautenberg,  
United States  
Senator**



**ESSEX COUNTY COURTHOUSE**



*"I believe that today's governmental and educational leaders in Newark are more prepared to meet the challenges we face than at any other time before."*  
**Joseph Parlevacchio, President — Essex County Freeholders**



**HALL OF RECORDS**



*"The well being of the County is closely related to Newark's progress as the County and State's largest city. Whatever the County does to assist Newark will be a tremendous benefit to the County as a whole."*

**Thomas J. D'Alessio, Essex County Executive**

# NEWARK

**NOW!**

## R E S I D E N T I A L

**As commerce  
and industry  
expand,  
the appeal of  
being in  
Newark  
increases. New  
townhomes,  
renovated  
high rises and  
clever  
conversions  
are providing  
extremely  
varied and  
affordable  
residential  
opportunities.**



TIFFANY PARK



*"In 1897, Tiffany & Company recognized the importance of having workers live near their jobs. Today, we are converting this factory into homes, many of which have been purchased by those who work in Newark."*

**Martin D. Dasso,  
A.I.A., Partner —  
Franklin Building Corporation**



*"This was our first venture into urban, residential development and it has grown into a community which is very much in demand. When our units first went on sale, people lined up the night before to sign up."*

**Ara Hovnanian,  
President —  
K. Hovnanian Enterprises, Inc.**



SDC 1000



MT. PROSPECT MANOR



*"Mt. Prospect Manor combines the elegance of the past with the conveniences of the present. The building provides luxurious living, with ready access to and great views of Manhattan."*

**Stanley Diamond,  
Partner —  
Castle Properties Company**



JAMES STREET



*"Many of James Street's historic brownstones have been lovingly restored and many James Street homeowners devote as much volunteer time to enhancing their neighborhood as they do renovating their homes."*

**Barbara W. Bell, CEO —  
Boys' & Girls' Clubs of Newark**



RENAISSANCE TOWERS



*"When we renovated this building, we realized that as the Gateway's neighbor, we had to maintain the highest standards of construction and design. The success of this building has demonstrated that we achieved this goal."*

**Vivian Diamond, Sales Manager — Renaissance Towers**



WILSON TOWERS



*"The streets of Newark's famous downtown District are most popularly known for their wonderful Portuguese restaurants. It also happens to be an excellent neighborhood in which to live."*

**Manny Rosa, Real Estate Broker — Rosa Agency Inc.**



*"The Forest Hill neighborhood has traditionally been and continues to be one of Newark's finest residential neighborhoods. The area's most beautiful parks give it a suburban feeling, though it's only minutes from the Central Business District."*

**Robert Fioretti,  
Partner — Waterfront Invest**



FOREST HILL

# Newark Now, Newark Tomorrow



## Rock Solid Commercial Real Estate In Newark

The Prudential Property Company

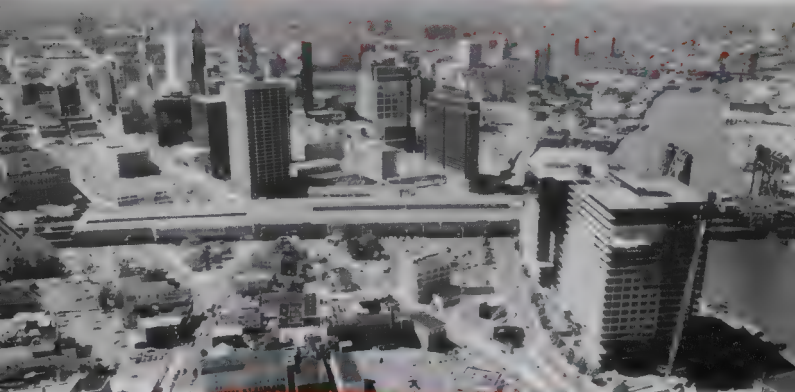


Move Up To The Rock

# NEWARK

**IN NUMBERS!**

*For figures on the city's economic vitality, see page 10.*



**FACTS ABOUT LOCATING  
IN NEWARK, NEW JERSEY**

**RENAISSANCE NEWARK INC.**

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## PRODUCTION:

Everett Shaw, *President*

Gateway Center, Inc.  
Newark, NJ 07102-5311

# NEWARK

## IN NUMBERS!

### INTRODUCTION

*Newark In Numbers* is the first comprehensive fact book for the City and contains all the information you will need in making a decision to locate in Newark. You will find that **NEWARK** excels as a prominent place of business because **NEWARK** satisfies all of the most important corporate concerns, as expressed by companies who have recently completed the relocation process. The information you will find inside *Newark In Numbers* includes:

#### *Newark At A Glance:*

- ◆ **NEWARK** is at the center of the nation's largest marketplace; the New Jersey/New York metropolitan area is significantly larger than second ranked Los Angeles.
- **NEWARK** lies within twenty-five (25) miles of nine counties in northeastern New Jersey with a population of over 5 million
- **NEWARK** offers diverse and plentiful housing options both within the City, and in local suburbs with homes of varying sizes and prices to meet many needs.
- ◆ **NEWARK's** quality of life is high due to the wide availability of health care and educational resources
- ◆ **NEWARK** has six major hospitals, including University, St. Michael's, Columbus, Beth Israel, United and St. James, along with several other medical facilities, which deliver quality health care services to the entire region
- ◆ **NEWARK** is evolving through the revitalization of neighborhoods, park improvements, and beautification efforts. Newark's Branch Brook Park has more cherry blossoms each spring than Washington D.C. In addition, a cosmopolitan cultural presence exists in its museums, libraries and Newark Symphony Hall, home of the New Jersey Symphony Orchestra.

#### *Employment and Labor Force Characteristics:*

- **NEWARK** has access to a large pool of available, knowledgeable workers within the population base in and immediately surrounding the City. Newark's superb transportation hub makes the City accessible to employees from New York, Philadelphia and the entire region.

<sup>1</sup>Nine counties within 25 miles of Newark include: Essex (Newark location), Union, Hudson, Bergen, Passaic, Morris, Middlesex, Monmouth, Somerset. Throughout *NEWARK IN NUMBERS*, references to the Newark region rather than the City include these counties

- ◆ **NEWARK**, like the rest of New Jersey, has very competitive labor rates which are considerably lower than the costs associated with doing business in any of New York City's five boroughs.

#### *Location and Market Advantages:*

- ◆ **NEWARK** is within 100 miles of the fourth ranked Philadelphia marketplace; Boston and Washington, D.C. (ranked fifth and eighth respectively) can be reached in four hours by truck or less than an hour by air
- ◆ **NEWARK**, served by nine major interstate and state highways including the NJ Turnpike and the Garden State Parkway, is within a one-day trip of one-quarter of the nation's population.

#### *Competitive Cost of Doing Business:*

- ◆ **NEWARK** offers lower operating costs due to an impressive portfolio of economic incentives offered by the City and State coupled with lower base rental rates, lower operating costs, lower utility rates, and lower tax rates.

#### *Transportation Highlights:*

- ◆ **NEWARK** has an unmatched transportation network that spans all significant modes of transportation, by land, air and sea.
- ◆ **NEWARK's** Central Business District is only three miles from Newark International Airport, which is one of the most "user-friendly" airports in the nation. Its mix of 86 percent domestic and 14 percent international flights and compact layout in just 3 terminals with multi-level parking provides for more convenient connections. The on-airport people mover to be completed in 1994 will speed access between terminals and long term parking and add to the convenience of the airport
- ◆ **NEWARK** has convenient access to worldwide export and import markets at Port Newark and Port Elizabeth, which together form one of the busiest seaports in the world
- ◆ **NEWARK** is linked to neighboring states, cross country travel, and local counties via the New Jersey Turnpike, the Garden State Parkway, Interstate 78, Interstate 280, and several state roads which are vital transportation arteries that stretch through and around Newark.

#### *City Offerings*

- ◆ **NEWARK** is unsurpassed in the unique combination of its educational critical mass, its downtown business district, its air and seaports, culture, entertainment, housing and hotels.

# NEWARK

## IN NUMBERS!

### *Low Utility Costs:*

- ◆ **NEWARK's** electric and gas rates, particularly through packages offered by Public Service Electric and Gas are a major incentive for businesses to locate in New Jersey.
- ◆ **NEWARK** benefits from some of the lowest telephone rates for basic and local toll service in the country while maintaining an outstanding level of service quality. Newark's advanced telecommunications network and fiber optics provides a competitive edge in attracting and retaining business.

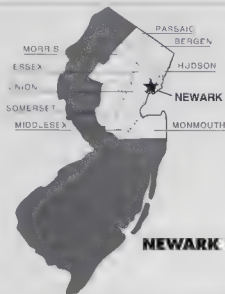
### *Development Activities: Existing and Proposed:*

- ◆ **NEWARK** has been the beneficiary of \$6 billion in new private investment completed and proposed since 1986 for 30 million square feet of commercial, industrial, institutional/ economic development, and 2000 private market rate housing units.

### *Resources:*

- ◆ **NEWARK's** public and private sector have united through Renaissance Newark, Inc. to continually improve the climate for business and economic development.
- ◆ Custom packaging with centralized coordination is available through Renaissance Newark Inc., the Deputy Mayor's office and the City Development Team, with information about various programs and services.

We invite you to learn the facts by reviewing **Newark In Numbers**. When you have had a chance to read about the many benefits of locating your business in Newark, take advantage of the Newark Network. Renaissance Newark Inc. is ready to meet with you and show you how to make the numbers work for you.



**NEWARK REGION**

## NEWARK AT A GLANCE

### NEWARK NOW/NEWARK TOMORROW

- ❑ Second largest city in the nation's largest metro area.
- ❑ Winner of the 1991 U.S. Conference of Mayors "City Livability Award".
- ❑ Winner of the 1991 All-American City Award, presented by the National Civic League.
- ❑ Newark celebrated its 325th Anniversary in 1991, and is the third oldest US City after Boston and Philadelphia.
- ❑ Located 8 miles west of New York City.
- ❑ Corporate Headquarters for major companies including: Prudential, Public Service Electric and Gas, First Fidelity, New Jersey Bell, Mutual Benefit Life and Blue Cross/Blue Shield of New Jersey.
- ❑ Central Business District daytime labor force of over 90,000.
- ❑ Over 100,000 commuters travel to Newark daily.
- ❑ Over 2 million individuals are within a 30 minute commute of Newark.
- ❑ Assessed Valuation of \$1.02 billion (1990) (City of Newark).
- ❑ Total Budget \$456 million (1990) (City of Newark)
- ❑ Form of Government: Mayor-Council (non-partisan)
- ❑ With the relocation of 2500 Blue Cross/Blue Shield employees from the suburbs to a new building nearing completion, Newark will be the only city which has experienced such a major return of corporate employees from suburb to center city.
- ❑ Future home of the New Jersey Performing Arts Center, which will be the second largest Arts Center on the East Coast (opens 1996).
- ❑ Future location of the Growth Connection, the rail link which will connect downtown Newark and Elizabeth with Newark International Airport. (projected for 1996)

## STATE CENTER FOR:

**Banking:** Fifteen commercial banking institutions and 23 savings and loan associations in Essex County alone. One of NJ's ten top rated banks, First Fidelity Bancorporation is located in Newark.

**Real Estate:** Major firms serve as innovators in packaging sizeable real estate transactions.

**Telecommunications:** Prominent corporations such as New Jersey Bell and AT&T employ more than 150,000 workers in telecommunications, teleconferencing, computer operations, satellite communications, and electronic mail.

**Law:** Newark is home to federal, state, county and municipal courts, and serves as a base of operations for some of the State's most prestigious law firms. Many law firms are choosing to remain in or return to Newark to take advantage of the new Legal Center and the Newark Center for Commerce and Education, which will house the new Seton Hall Law School.

**Accounting:** Large and small public and private accounting firms are available to serve the region's needs.

**Government:** Newark has a unique combination of federal, state, county, and municipal government. Federal Government Offices include Social Security, FBI, Federal court system, Internal Revenue Service, Veterans Administration, Housing and Urban Development, one of the State's main Post Offices, and the Martin Luther King, Jr. Courthouse currently under construction (to be completed in 1991).

State of New Jersey offices include the Department of Environmental Protection and Energy, the Division of Motor Vehicles, Department of Commerce and Economic Development, the Department of Transportation, numerous certifying boards and the NJ TRANSIT corporate headquarters.

Newark is also the Seat of Essex County government, including the Court House, Hall of Records, County Courts, County College and County Vo-Ed.

**Education:** Newark is the home of five colleges and universities, with a student, faculty and staff of 45,000.

**Culture:** The Newark Museum alone draws over 450,000 visitors per year.

## REGION<sup>1</sup> AT A GLANCE

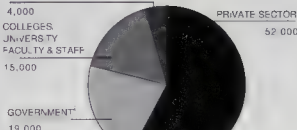
<b>Population</b> (2% of the US population)	5 million
<b>Total Effective Buying Income</b>	98 billion
<b>Total Wages</b>	59 billion
<b>Total Retail Sales</b>	40 billion
<b>Total Covered Employment</b> Services, manufacturing and retail trade rank 1st, 2nd and 3rd in the region by employment)	2.2 million
<b>Median Household Income</b>	\$42,548
<b>% of Households with \$50,000+ Income</b>	41.1%

<sup>1</sup> Newark Region, as defined on page 1

Source: Port Authority of NY/NJ and NJ Dept. of Commerce/Office of Economic Research/Sales and Marketing Management Survey of Buying Power, August 1991

## EMPLOYMENT AND LABOR FORCE

ADDITONAL EMPLOYMENT  
DUE TO DEVELOPMENT OVER  
NEXT 2 YEARS<sup>1</sup>



EMPLOYMENT (Newark Center, Business District Total, 90,000)  
Includes Newark Center for Commerce and Education, Blue Cross/Blue Shield Headquarters, NJ TRANSIT Headquarters Building  
Federal, State, County, Municipal.

## MAJOR NEWARK EMPLOYERS

Employer	# of Employees
Newark Hospitals <sup>1</sup>	9000
UMDNJ <sup>2</sup>	6000
United States Government	6000
Continental Airlines	6000
City of Newark <sup>3</sup>	4200
NJ TRANSIT	4000
Essex County	3900
Blue Cross/Blue Shield of New Jersey <sup>4</sup>	3600
The Prudential Insurance Company	3500
First Fidelity Bancorporation	3300
New Jersey Bell <sup>5</sup>	2800
Public Service Electric and Gas	2700
State of New Jersey	2400
AT&T	1000

<sup>1</sup>Includes some of UMDNJ employees noted below, <sup>2</sup>Newark only, 9400 statewide, <sup>3</sup>Excludes teachers, Police Department, <sup>4</sup>Includes re-location <sup>5</sup>Newark only

# NEWARK

## IN NUMBERS!

### EMPLOYMENT & LABOR FORCE CHARACTERISTICS

#### THE NEWARK MARKET IS EXTREMELY ATTRACTIVE TO ANY COMPANY.

Residents of NEWARK area communities have tremendous buying power with the median household Effective Buying Income over \$42,000 per year and over 40% of households have income over \$50,000 per year.

### PURCHASING POWER

County	Total Effective Buying Income (EBI) (\$000)	Median Household EBI	Percent Households by EBI Group				Buying Power Index
			\$10,000- 19,999	\$20,000- 34,999	\$35,000- 19,999	\$50,000 and over	
Essex	13,212,838	32,315	16.2	20.2	15.3	31.6	.3280
Bergen	19,873,314	49,681	10.2	16.4	17.2	49.6	.4936
Middlesex	13,546,952	45,672	10.7	17.7	19.8	44.4	.3361
Hudson	7,842,458	27,405	19.2	23.0	16.6	22.5	.2095
Morris	9,942,492	53,963	7.9	15.5	17.9	54.3	.2464
Monmouth	11,227,705	42,325	13.1	18.9	17.6	41.3	.2894
Passaic	7,205,111	35,168	15.6	20.8	18.6	31.7	.2016
Somerset	6,421,462	57,000	7.7	14.1	16.3	57.1	.1492
Union	9,275,229	39,401	13.5	20.2	18.2	37.7	.2363
<b>Total</b>	98,547,561	42,548	12.7	18.5	17.5	41.1	n/a

*Definitions:* Buying Power Index: BPI A weighted index that converts the Sales and Marketing Management Buying Power Survey's three basic elements — population; the demographic factor; Effective Buying Income (EBI) (the economic factor), and retail sales (the distribution factor) into a measurement of a market's "ability to buy" expressed as a percentage of the national total. For more information, reference the Survey.

*Source:* Sales and Marketing Management, Survey of Buying Power, August 19, 1991

**FOUR OF THE TOP 25 METRO AREAS WITH THE HIGHEST PERCENTAGE OF HOUSEHOLDS WITH INCOMES OF \$50,000 OR MORE ARE LOCATED WITHIN 50 MILES OF NEWARK.**

**AREA DEMOGRAPHICS**

Area	Total Pop. (Thous.)	% of US	Median Age of Pop.	% Pop By Age Group Households				Hslds. (Thous)
				18-24	24-34	35-49	50+	
Bergen	823.7	.329	37.8	8.8	16.3	22.6	31.8	308.2
Essex	774.3	.309	33.5	10.8	17.3	21.1	26.4	277.3
Hudson	550.9	.220	33.3	11.0	20.1	20.1	26.5	207.9
Middlesex	677.4	.270	33.5	11.8	19.4	21.6	25.5	240.9
Monmouth	560.1	.223	35.1	8.9	16.3	23.7	26.6	200.1
Morris	422.2	.168	35.4	9.6	16.8	25.1	25.5	149.1
Passaic	453.2	.181	33.5	11.0	17.5	20.8	26.6	155.3
Somerset	244.7	.098	34.8	8.4	19.8	24.0	25.7	90.0
Union	493.9	.197	36.0	9.5	17.0	21.3	30.2	180.1
<b>Total<sup>2</sup></b>	5000.4	1.995	34.8	10.0	17.8	22.3	27.2	1808.9

Metro areas, in the top 25 are: Middlesex Somerset-Hunterdon, Bergen-Passaic, Newark, and Monmouth-Ocean  
Unweighted averages used

Source: Sales and Marketing Management, Survey of Buying Power, August 19, 1991

# NEWARK

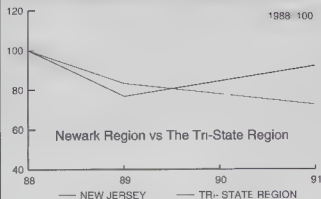
## IN NUMBERS!

### LOCATION AND MARKET ADVANTAGES

According to surveys by area banks, business confidence in northern New Jersey has been higher over the past three years, than neighboring New York, and Connecticut.

Northern New Jersey CEOs are more optimistic than their regional peers about the prospects for their own companies, and for their own industries on a local and national basis, in survey after survey. Approximately seventy eight percent of Northern New Jersey CEOs, versus 70 percent for the tri-state region<sup>2</sup> believe their companies will do better next year and 64 percent versus 54 percent for the region believe their own industries will do better on a national basis in the next year. Their confidence extends to investment in their companies; 53 percent of Northern New Jersey CEOs said they have borrowed money or raised capital in the past year, versus 48 percent for the region as a whole, and a higher percent—52 percent versus 47 percent anticipate doing so this year.

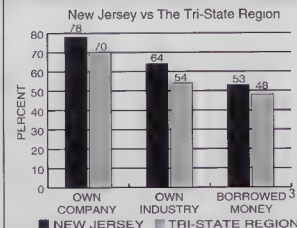
### BUSINESS CONFIDENCE INDEX



While the level of business confidence for the Tri-State Region as a whole has continued to slide, New Jersey's has continued to improve. Northern New Jersey's CEO's were the least likely to expect business tax increases. Sixty-eight percent of New Jerseyans expected state business tax increases, while 74 percent of the tri-state region anticipated an increase. Similarly, 61 percent in New Jersey expect increases in federal business taxes versus 68 percent for the region, and 65 percent expect local increases, versus 71 percent for the region.

New Jersey companies are also the most stable; New Jersey CEOs are the LEAST LIKELY to have moved their companies during the last two years among all the CEOs surveyed. New Jersey is most often named as the area of choice if a decision to relocate is made; in fact, 40 percent of the companies in the region said they would consider a move to New Jersey if they were to move from their current place of business.

### BUSINESS CONFIDENCE



Vacancy rates are consistently below the rest of the northern New Jersey and New York region

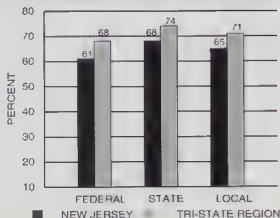
In the Newark Central Business District, the strength of the market lies in Class A buildings with a current vacancy rate of 4.7 percent with 208,032 square feet of space available. Asking rentals range from \$18.50 per square foot plus tenant electric to \$27 per square foot plus tenant electric. Numerous Class B buildings are being renovated, and should result in a stronger absorption of Class B space over the next 12 months. Class B rates range from \$11.00 to \$23.50 plus tenant electric (total class B range \$11.00 to \$23.50), and are located in prime areas of the City.

Surveys conducted periodically by many area banks

Tri-State Region includes New York, New Jersey and Connecticut.

Made investments this year.

### CEOs EXPECTING INCREASES IN BUSINESS TAXES



## **NEWARK'S TOTAL SPACE INVENTORY IS APPROXIMATELY 11 MILLION SQUARE FEET.**

Newly constructed buildings include the Legal Center, Gateways III and IV, as well as the Newark Center for Commerce and Education, Gateway East and Gateway West.

Recently renovated buildings include the former 153 Halsey Street, 707 Broad Street, the former Essex County College at 31 Clinton Street and 10 Park Place. These buildings feature over one million square feet of prime office space with retail at the lower level.

Newark's attraction as a business location is due in part to the wide variety of options. In addition to the commercial buildings noted above are 744 Broad St., 17 Academy St., 24 Commerce, 200 Washington St., and 1180 Raymond Blvd. Commerce Court Center is now undergoing renovation and 1100 Raymond Blvd. is available for renovation or site re-use. New site development proposals include such projects as the World Trade Center of New Jersey, to be located near Newark Penn. Station.

## **INVENTORY AND VACANCY RATES CITY AND REGION**

	Square Feet Inventory	Square Feet Direct Available	Direct Vacancy Rate	Under Construction
Newark	10,166,791	1,817,100	16.35%	1,752,000
Bergen	24,963,762	5,138,832	20.6%	270,500
Essex	20,422,531	3,239,368	15.9%	1,807,900
Hudson	11,603,589	2,364,667	20.4%	2,124,533
Middlesex	18,646,312	3,368,168	17.1%	230,000
Monmouth	5,717,259	958,384	16.8%	0
Morris	19,500,805	5,777,543	29.6%	0
Passaic	3,669,294	960,604	26.2%	0
Somerset	11,176,182	2,029,989	18.2%	135,000
Union	6,554,876	1,433,132	21.9%	0
<b>Total Newark Area</b>	<b>122,254,610</b>	<b>25,270,687</b>	<b>20.7%</b>	<b>4,432,933</b>

Source: Cushman & Wakefield, 6/14/91

Newark's vacancy rate is substantially lower than most locations in the surrounding region. Almost 40% of the buildings under construction in the entire Newark region are located in the City of Newark.

# NEWARK

## IN NUMBERS!

### NEWARK SPACE: CLASS A & B

	Square Feet Inventory	Square Feet Direct Available	Direct Vacancy Rate	Average Rental/ Square Foot
CLASS A	4,414,000	208,032	4.7%	\$25.70
CLASS B	5,752,791	1,609,068	28.0%	\$17.62
Total/Average	10,166,791	1,817,100	16.35%	\$21.66

#### Gross Base Rent Range of Availabilities:

CLASS A	\$18.50 to \$27.00
CLASS B	\$11.00 to \$23.50
Under Construction	\$22.00 to \$26.50

Source: Cushman and Wakefield, June 1991

*Class A* Buildings that are well located, professionally managed, attract high quality tenants, and command upper tier rental rates. Structures are modern with high finish or have been modernized to successfully compete with newer buildings.

*Class B* Buildings that are not as well located, attract medium profile tenants, and command moderate rental rates. Structures are usually not as modern and do not have as high a level of finish as Class A buildings.

### SPACE AVAILABLE BY CATEGORY

Type of Use (Total Inventory)	Number of Buildings <sup>1</sup>
Single Tenant	17
Re-Let <sup>2</sup>	40
Sub-Lease	6
Under Construction	3
Legal Center	1
(portion for lease)	
Proposed	6
<b>Total</b>	<b>73</b>

*Definitions:* Specific buildings in survey provided upon request. Some buildings are listed under Re-Let and Sub-Lease where both apply to different portions of the building.

*Source:* Lehman Associates, 1991

## COMPARATIVE COST OF DOING BUSINESS

### TAX COMPARISON CHART: NEW JERSEY VERSUS NEW YORK

Item	Newark (New Jersey)	Manhattan	Brooklyn
<b>Taxes</b>			
Sales Tax <sup>1</sup>	7.0%	8.25%	8.25%
Corporate Tax (% net income)	9.375%	18%	18%
Occupancy Tax (% office rental)	0%	6%	4.2%
Maximum Corporate Income Tax Rate	7.25%	10% (NYS) 8.85% (NYC)	10% (NYS) 8.85% (NYC)
Personal Income Tax <sup>2</sup>	2-7%	up to 18%	up to 18%
Property Tax Costs <sup>3</sup>	\$2-4	\$9.54	\$9.54
Clerical Wages (Index)	94	100	97
Mean Salaries per week:			
Secretaries	377.88	402.00	389.94
Receptionists	266.00	279.50	n/a
Accounting Clerks	266.00	298.00	n/a
Electric Rates (Index-commercial usage/ 30,000 kwh):	100	100	76
(for more information, see <i>Utilities</i> section)			
Cost of Parking (Daily) <sup>4</sup>	\$5	\$22	\$11

Source: Crain's New York Business, Edison Parking Corporation, 1991

1 Note: New Jersey's sales tax does not include a number of business services, including personnel supply, employment agencies, computer and data processing services, magazines, credit reporting, and collection agencies, utilities, and medical services. New York's sales tax is an addition to sales tax of 7.5% (New York City's is 8.25% and Brooklyn's is 8.25%).

2 a. For a family with earnings up to \$80,000 in New Jersey, personal income tax is \$0. b. New Jersey's personal income tax is \$2.00 in New Jersey vs. \$2.50 in New York City.

3 Effect is variable. Most Newark properties are eligible for Progressive Tax Abatement, which reduces taxes by 10% to 25%.

4 Newark parking tax is .50%, New York City parking tax is .75% (not included in parking fee).

### TAX COMPARISON CHART NEW JERSEY VERSUS NEIGHBORING STATES

Tax	New Jersey	New York State	New York City	Connecticut	Pennsylvania
Corp. Business Tax	9.375% <sup>1</sup>	10.35%	20.96% <sup>2</sup>	11.5%	12.25%
Personal Income	2% on 1st \$20,000 to 7% on \$75,000 (for joint, 7% over \$150,000)	4% on 1st \$12,500 then 7.875% Cutoff for joint return is \$27,000 <sup>3</sup>	4%	4.5%	3.1%
Sales Tax <sup>4</sup>	7% <sup>5</sup>	4%	8.25% <sup>7</sup>	6%	6%

1 Surcharge of .375% may be elected in 1992.

2 11% City State plus 8.25% N.Y.C. corporate tax.

3 Highest state corporate business tax in the nation.

4 Note: Not a toll for toll roads. Highest tax bracket in N.Y. State is substantially lower than N.J.'s \$75,000 for single filers vs. \$100,000 for joint return.

5 Manufacturing machinery and equipment is exempt.

6 Some purchases in urban enterprise zones are exempt, if purchased by a qualified business. Businesses located in the zone can charge 4.5%.

7 Includes 4% State sales tax, 4% city tax plus .25% surcharge.

Source: New Jersey Department of Commerce and Economic Development, Office of Economic Research, Sept. 1991

# NEWARK

## IN NUMBERS!

### **A 40 PERSON FIRM OCCUPYING APPROXIMATELY 8000 SQUARE FEET WOULD SAVE ALMOST \$700,000 BY LOCATING IN NEWARK OVER A TEN YEAR PERIOD.**

Dollar for dollar, Newark is an excellent investment. A unique combination of lower occupancy costs, tax incentives, utility packages and the other region advantages described make for an extremely attractive bottom line.

### **NEW JERSEY VERSUS NEW YORK**

Year	Newark Total	New York Total	Savings/Year	Previous Accumulated Funds	Savings+
1	0	0	0	0	0
2	186,200	257,588	71,388	0	71,388
3	188,510	260,767	72,257	71,388	150,784
4	190,936	264,106	73,170	143,645	231,180
5	193,482	267,611	74,129	216,816	312,626
6	228,156	303,292	75,135	290,944	395,174
7	230,964	307,156	76,192	366,080	478,880
8	233,912	311,214	77,302	442,272	563,800
9	237,008	315,475	78,467	519,573	649,997
10	240,258	319,948	79,690	598,040	737,534
	1,929,427	2,607,157	677,730		

Sources: Bender & Company; Building Owners and Managers Association; Cushman & Wakefield, Prudential Property Company, 1991

#### *Assumptions: Class A space*

1 year free rent negotiated as part of ten year lease; year 2 base rent remains the same until year 5

Numbers include escalation, utility and maintenance costs, inflation factor

Savings+ assumes savings are invested each year.

A variety of incentives are offered by all levels of government for businesses choosing to locate in Newark. Businesses in downtown can take advantage of Newark's designation as an urban enterprise zone, numerous loan programs, and trade and relocation assistance.

Examples of the success of the public/private partnership include major real estate transactions, such as the State's move of 2500 workers to three newly renovated buildings in Market Square, the unique combination of law school and commercial development which comprises the Newark Center for Commerce and Education, the relocation of 2500 Blue Cross/Blue Shield employees from suburban locations to Newark, and the State's selection of Newark as the site for the State Performing Arts Center.

## DEVELOPMENT ACTIVITIES UNDERWAY AND PROPOSED

Since 1986, more than \$6 billion has been invested in Newark. Development has taken place at an unprecedented rate. Scores of new businesses have been established and existing firms have expanded. Some of the many Newark projects are listed here.

### COMMERCIAL DEVELOPMENT IN NEWARK

Project	Cost/Status	Size
Gateway I	n/a-C	541,000 sf
Gateway II	n/a-C	838,000 sf
Gateway III	52 million-C	559,000 sf
Gateway IV	70 million-C	346,000 sf
Nwk Ctr for Comm & Ed <sup>1</sup>	150 million-U/P	1,200,000 sf
Ten Park Place	7 million-C/R	160,000 sf
Hartz (Blue Cross)	100 million-U	765,000 sf
Hartz (NJ Transit)	45 million-U	350,000 sf
Federal Courthouse	45 million-U	400,000 sf
Market Square (Renovation of 3 bldgs downtown, 707 Broad, 153 Halsey, 31 Clinton)	120 million-C/R	1,200,000 sf
Nwk Legal Center	70 million-C	475,000 sf
Gateway V	60 million-P	725,000 sf
Gateway VI	50 million-P	455,000 sf
The Towers	100 million-P	1,000,000 sf
Riverfront Development/ Capital Hill	400 million-P	2,100,000 sf
Two River Front Plaza Cultural District Development (N.J. Performing Arts Center)	110 million-P  n/a-P	670,000 sf  1,000,000 sf

C = Complete

C/R = Construction/Renovation of older building.

U = Under Construction

P = Proposed

<sup>1</sup> First building, 635,000 sf, includes 200,000 Seton Hall Law School under construction

### INDUSTRIAL/MANUFACTURING PROJECTS IN NEWARK

Company	Investment/Status	Jobs Created
Anheuser-Busch	\$100 million-C	n/a
NJIT Factory of the Future (Part of Info-Tech)	\$30 million-C	100
Mountain Development Corp./ Frelinghuysen & McClellan	\$10 million-C	200
Airport Industrial Center	\$15 million-C	580
New York Bronze	n/a-C	300
Advanced Technology Center for Hazardous and Toxic Substance Management	\$11 million-C	100
Kreimentz & Company	\$6 million-C	n/a
Ironbound Transport Park	\$6 million-C	200
Hartz Mountain (Waverly Yards)	\$100 million-P	1000
South Ward Industrial Park	\$40 million-P	n/a

Source: Essex Edge, 1991

### MALLS/SHOPPING CENTER PROJECTS IN NEWARK

Project	Type/Size/Status	Cost
New Community Corp. Mall	Mall/ 53,000 sq. ft.-C	\$12.0 million
University Plaza Mall	Shopping center/ retail/56,000 sq. ft.-C	\$6.0 million
Nevada Court Mall	Mall/ 23,000 sq. ft.-C	\$2.5 million
Elwood Plaza Mall	Mall/ 10,000 sq. ft.-C	\$1.0 million
K. Hovnanian Shopping Center	Retail, Police Department Annex/ 105,000 sq. ft.-U	\$15.0 million
Urban Movie Corp.	Multiplex cinema, 4-8 theaters-P	\$4.0 million
Cambridge Square Shopping Center	Retail 160,000 sq. ft.-P	n/a

Source: Essex Edge, 1991

**UNIVERSITY EXPANSION/CONSTRUCTION:** In addition to the projects noted above, Rutgers, New Jersey Institute of Technology, University of Medicine and Dentistry, and Essex Community College have made significant changes to the Newark landscape in recent years through extensive construction programs.

# NEWARK

## IN NUMBERS!

### LOW UTILITY COSTS

#### NUMEROUS COST-SAVING PACKAGES ARE AVAILABLE TO BUSINESSES MAKING THE DECISION TO MOVE TO NEWARK.

Utility costs in New Jersey are consistently below the surrounding area, including all of New York City's five boroughs

ELECTRICITY: Company	NEWARK Public Service Electric & Gas <sup>2</sup>	Long Island Lighting	NEW YORK Consolidated Edison
Commercial Rates <sup>1</sup> :	8.7	11.4	11.1
Residential Rates:	10.2	13.0	3.8

<sup>1</sup>Electric rates in cents per kilowatt hour, 1989 (exclusive of local incentive programs)

<sup>2</sup>SEI's Area Development Rate offers discounts or credits on electric utility bills of customers who move into or expand service in urban areas, thereby more fully utilizing existing facilities. The new or expanded business customer receives a credit of 7 to 15 percent on his monthly electric bill, depending upon his rate schedule and usage pattern. Customers on rate schedules GLP and LPI receive a demand credit of \$3.00 per kilowatt of billed monthly maximum demand, and a Rate Schedule LHS \$2.00 per kilowatt. The credit applies to the total for new customers and just to the expanded load for existing customers. The minimum load for new customers is 25 kilowatts, and 50 kilowatts for existing customers and those who expand their service. The term of service is seven years.

Source: Crain's New York Business, 1990, Public Service Electric and Gas, 1991

WATER & SEWER:	NEWARK	NEW YORK (Manhattan & Brooklyn)
<b>Costs (100 cubic feet)</b>		
Water	\$1.04 <sup>1</sup>	\$0.81
Sewer	0.67	0.57
<b>Capacities/Usage</b>		
Reservoir Capacity	14.36 BG <sup>2</sup>	550 BG
Daily Usage	70 BG	1.3 BG
<b>Treatment</b>		
Plant Capacity	85 MGD <sup>3</sup>	1.8 BGD <sup>4</sup>
Average Usage	71.25 MGD	1.6 BGD

<sup>1</sup>First 50 cu. ft. cost \$10.37

<sup>2</sup> Billion Gallons

<sup>3</sup> Million Gallons per day

<sup>4</sup> Billions Gallons per day

Source: Public Service Electric & Gas, 1991

**Note, Resource Recovery** Newark based plant handles 2500 tons per day opened in 1990, and is expected to reduce disposal charges by 20 percent.

TELEPHONE:		NEWARK	NEW YORK
MTS			
Business (New Jersey Average of 4 minutes and 18 miles)	Day	\$38	\$55
	Even	29	36
	Night	22	22
Residential (New Jersey Average of 6 minutes and 19 miles)	Day	\$52	\$87
	Even	42	57
	Night	31	35

## TELEPHONE CONTINUED

### Basic Exchange

#### Business

### NEWARK

### NEW YORK

\$12.84<sup>1</sup>

(Includes 75 Minutes of Use)  
6.5 cents Ea. Addl. MU (5 Mins.)

\$12.99<sup>2</sup>

(Includes 0 Minutes of Use)  
8.1 cents 1st 5 Mins.  
1.1 cents Ea. Addl. Min

#### Residence

#### Discount

\$8.19<sup>3</sup>

No time of Day Discounts

\$18.84

35% Evenings  
60% Night Discount

Highest Rate Group  
Statewide Rate

### Touch-Tone

#### Business

#### Residential

\$1.99

.99

\$4.42

2.21

### CCS Features

#### Business/Residential

#### Business/Residential

#### Call Waiting

7.58 / 4.55

11.25 / 5.00

#### Call Forwarding

2.66 / 2.28

6.00 / 4.00

#### 3 Way Calling

2.66 / 2.28

6.00 / 4.00

Note: CCS Rates are for individual features. Both New Jersey and New York offer "combination" packages priced at discounted rates.

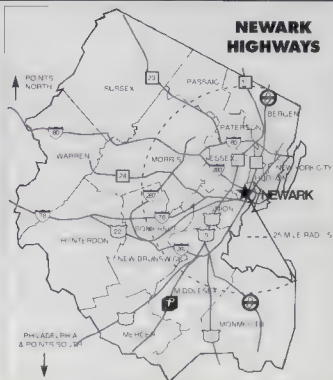
Source: New Jersey Bell, 1991

## TRANSPORTATION HIGHLIGHTS

Transportation, Transportation, Transportation are the three new rules of real estate. Newark has it all—accessibility, convenience and reliability. A vast selection of air, rail, sea and ground transportation provides limitless commuting and travel possibilities. Components of this superb transportation network include Newark International Airport, now the third in the nation for international travel, Ports Newark/Elizabeth, the largest containerport in the east, nine major roadways which offer access to many principal markets, and one of the finest rail transit hubs offering extensive commuter service throughout the region and the nation.

### NEWARK BY HIGHWAYS

- ◆ Newark is the hub of nine major state and interstate highways (New Jersey Turnpike, Garden State Parkway, I-280, I-78) and State roads, Routes 1 & 9, 21, 22, 24 and 17, connecting Newark to the nation.
- ◆ Newark lies within a one day truck trip to over one-fourth of the nation's population. Companies can deliver goods overnight to 60 million people who live in 12 states.



Source: Renaissance Newark, Inc. 1991

# NEWARK

## IN NUMBERS!

### NEWARK BY RAIL AND BUS

- Over 450 trains serve Newark daily.
- Newark's Penn Station and Broad Street Station are hub facilities where many rail lines converge.



Legend 30 minutes — 45 minutes  
Source: Renaissance Newark, Inc., 1991

#### Penn Station offers:

- Service to 22,500 rail patrons who utilize Penn Station daily.
- 12 minute trip to Manhattan.
- NJ TRANSIT service to Midtown Manhattan.
- PATH service to Jersey City, Hoboken, Midtown Manhattan and the World Trade Center.
- Amtrak/Northeast Corridor Service to Boston, Washington, Philadelphia, etc.
- NJ TRANSIT Northeast Corridor, Raritan Valley, and North Jersey Coast lines which together serve Essex, Union, Middlesex, Mercer, Somerset, Hunterdon, Monmouth and Ocean Counties
- Newark's Best Kept Secret, the 4.3 mile City Subway connects downtown Newark with the City's northwestern border. The line serves Penn Station, the Central Business District, the university complex, Branch Brook Park and parts

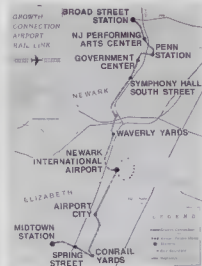
of the North Ward. The entire trip is 11 minutes from Penn Station terminus downtown to Franklin Avenue station.

#### Broad Street Station offers:

- Rail service to 2000 riders who utilize Broad Street Station daily.
- Morris and Essex lines serving Essex, Union, Somerset, Passaic and Morris Counties
- The Kearny Connection slated for completion in 1995 will provide direct rail access to New York's Penn Station from areas of Morris and Essex County.

#### Other Rail Service:

- CONRAIL serves the region's extensive freight railroad network. Freight rail service is available to 48 states, Canada and Mexico, with scheduled service to California and Midwest Cities in 72 hours or less
- Intermediate freight service is provided at ten terminals in Bergen, Essex, Hudson and Union Counties.
- The Newark-Elizabeth Airport Rail Link, also known as the Growth Connection, will provide intra-city rail connections from Broad Street to Penn Station and to City Hall in downtown Newark, as well as to the airport and Elizabeth



Growth Connection — Proposed Route

- Bus service connects suburban communities, New York City and Newark Airport (via Airlink) with downtown Newark; 6000 buses per day on 50 different lines, carrying 70,000 bus riders daily.

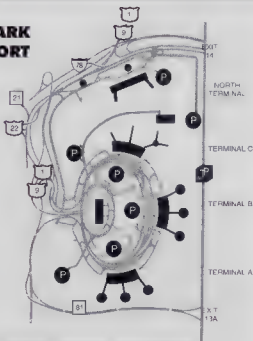
- Taxi and limousine service available from downtown Newark and surrounding communities to Newark Airport.

### NEWARK BY AIR:

#### Newark International Airport.

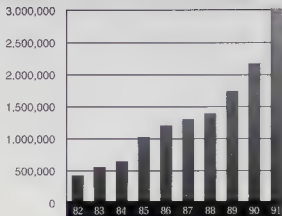
- Located just 3 miles from downtown Newark, and just 16 miles from Midtown Manhattan, closer to Manhattan than Kennedy International or La Guardia Airport.

## NEWARK AIRPORT



- ◆ 33 airlines serve over 22 million passengers, projected to reach 35 million by the year 2000.
- ◆ 4900 domestic flights per week, and about 380,000 flights annually.
- ◆ 67 domestic and 32 international cities are served by non-stop service.
- ◆ 15,000 employees work at Newark Airport.
- ◆ Among the top United States airports in international travel, almost 300 flights per week to over 30 international destinations including Europe, Japan, Canada and the Caribbean.

### INTERNATIONAL PASSENGER TRAFFIC AT NEWARK



◆ 3 million international travelers in 1990, up from 2.2 million in 1989, and 600,000 in 1983. Newark continues to capture an increasing share of international travel in the nation.

◆ Newark is third among all United States airports in the number of trans-Atlantic flights. In August 1991, flights filled 4149 seats per day, up from 785 seats per day (13th among all United States airports) in 1985

◆ Foreign carriers at Newark International Airport include Air France, Air Canada, British Airways, Lufthansa, SAS, TAP Air Portugal, LOT Polish, and Virgin Atlantic serving London, Paris.

■ In 1989, Continental Airlines opened its \$255 million Terminal C.

■ \$2 billion airport renovation by the Port Authority is under way. Expanded new international facility and \$378 million airport monorail connecting all three terminals with long term parking lots D and E, planned for completion in 1994. The monorail will also connect to the Growth Connection from Newark and Elizabeth to Newark Airport.

■ Excellent balance between international and domestic flights, as well as between business and non-business flyers, which makes Newark Airport extremely easy and convenient to use.

◆ Newark International Airport is served by all eight major United States air carriers; American, Continental, Delta, Northwest, Pan Am, TWA, United and US Air, unlike most major airports which are dominated by one or two airlines.

◆ 400 heliports and helistops in New Jersey.

### NEWARK BY SEA:

#### Port Newark/Elizabeth

◆ Located on Newark Bay adjacent to Newark Airport.

◆ Port Newark/Elizabeth is the largest container shipping complex in the east, handling more than 17 million tons per year, and more than 2600 ships arrive annually.

■ The entire 2232 acre marine facility is included in a designated foreign trade zone, which enables tenants to take advantage of zone benefits including the deferral, reduction, and possible elimination of United States Customs duties on imported goods. Merchandise brought into the zone may be stored, tested, relabeled, repackaged, displayed, and mixed with domestic and/or foreign materials for use in the assembly or manufacturing process.

# NEWARK

## IN NUMBERS!

- ◆ Handles two-thirds of the general cargo of the Greater New York port, and ties to a network of rails and roads distributing freight across the country and Canada.
- ◆ Moves three times the tonnage of the nation's second largest container port in Los Angeles. Recognized as one of the fastest growing ports in the world.
- ◆ Port Newark is one of the most flexible multi-purpose cargo centers in the United States.
- ◆ Major facilities include a 125,000 square foot refrigerated warehouse with a 20,000 square foot cooler that can handle a variety of products such as meats, seafood, and cheeses, a bulk liquid handling facility, a high tech copper rod production plant, auto preparation centers, a lumber terminal and many others.
- ◆ Port Newark has 23,600 linear feet of deep water ship berths, and Port Elizabeth has 16,934 linear feet of berths
- ◆ More than 5700 employees earn more than \$144 million per year at Port Newark
- ◆ Major containership facilities are Maersk Line and Universal Terminals at Port Newark and Sealand Service and Maher Terminals at the Elizabeth port.
- ◆ Port Elizabeth is considered "America's Container Capital."
- ◆ Direct service is provided by Conrail with direct vessel to rail transfer
- ◆ \$11 million United Parcel Service Distribution Center completed in 1987, making Newark the UPS East Coast Hub, as well as a major Federal Express Facility.

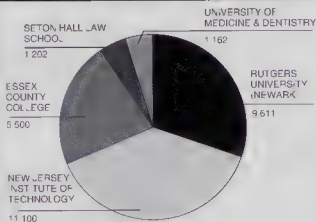
## CITY OFFERINGS

The City offers a rich and varied cultural life and amenities including Newark Symphony Hall which is one of the largest concert halls in the east, Sacred Heart Cathedral, considered a classic of the French Gothic style and as large as Westminster Abbey, and a variety of parks, plazas, parades and festivals. Shoppers can stop at the Prudential Mall, Macys, the Gateway Complex, and many downtown stores as well as many major shopping districts in nearby communities. Numerous restaurants draw patrons from miles around. In terms of housing, the City boasts a choice of modern condos, apartments, townhouses and single family homes, with abundant opportunities in surrounding communities. Newark is one of the nation's leading academic centers, with five college campuses and 45,000 students, faculty and staff.

## EDUCATION:

Education of the highest quality is available in the Newark area, offering a broad spectrum of opportunities and alternatives.

### NEWARK COLLEGES AND UNIVERSITIES ENROLLMENT



Source: Cited universities

NJIT is the State's leading school in a variety of technological fields including computer integration, design and manufacturing, biotechnology, microelectronics and computerized communications. The University is the site of two Advanced Technology Centers in hazardous substance management and manufacturing systems research. NJIT has been selected by the State to establish the Center for Information Age Technology, which will provide courses and workshops in office automation and computer literacy to New Jersey businesses. NJIT is also the home of The Center for Technology Advancement which conducts research and conducts engineering studies regarding science and technology policy.

The Newark campus of Rutgers, the State University offers numerous undergraduate and graduate degree programs including the School of Management, Law School, Newark, Criminal Justice and the Graduate School of Arts and Sciences.

CCC plays an important role by offering career preparation, groundwork for transferring to a four-year school, or educational enrichment through credit and non-credit study.

Seton Hall University located in South Orange operates its law school in Newark. A new 200,000 square foot law school, one of the top 25 in the nation is under construction as part of the Newark Center for Commerce and Education.

UMDNJ has over 4000 students system wide, of which 1162 are in Newark. UMDNJ is comprised of the New Jersey Medical School, New Jersey Dental School and the Schools of Osteopathic Medicine, Graduate Biomedical Sciences, and Health Related Professionals. Health care and research facilities which are an integral part of the university, are listed in the Health Services Section.

- ◆ New Jersey ranks third among states in terms of money invested in public education
- ◆ Total Enrollment of 50,160 in schools in Newark: 58 public elementary, 13 junior and senior high, 10 special, 40 parochial and private, and 2 vocational schools. Arts High School and Science High School are highly acclaimed for

their specialized programs.

- ◆ Private secondary schools in Newark include St. Benedict's Preparatory, Independence High, New Ark School, Our Lady of Good Counsel High, St. Ann's Alternate High, and St. Vincent's Academy.
- ◆ Colleges and Universities: Newark is the home of five colleges and universities with a total student, faculty and staff population of 45,000.
- ◆ Area colleges include Bloomfield College, Caldwell College, Montclair State College, William Paterson College, Seton Hall University in South Orange, Fairleigh Dickinson University, Montclair State College, Rutgers in New Brunswick, Upsala College, Drew University, Stevens Institute of Technology and St. Elizabeth's College.
- ◆ Numerous Vocational and Technical Schools throughout the area produce a skilled labor pool that local firms draw upon to meet their employee needs.

## CULTURE AND ENTERTAINMENT:

Newark ranks tenth among American cities in the quality of its cultural and performing arts institutions. The region's easy access to New York City provides almost unlimited opportunities for culture and entertainment.

- ◆ Plans are moving ahead to enhance New Jersey's cultural prestige by developing the State Performing Arts Center in Newark. The master plan for this world class facility calls for the first facility to include a 2700-seat multi-purpose theater and a 300-seat theater, followed by a concert hall, approximately one million square feet of commercial development and numerous public open spaces.
- ◆ The City of Newark offers a broad spectrum of visual and performing arts, music, entertainment, dining out, and historic sites. There are over 40 major arts and cultural organizations as well as entertainment possibilities in the City, including:

### Museums and Galleries

- ◆ Newark Museum
- ◆ Aljira Arts Inc.
- ◆ City Without Walls
- ◆ New Jersey Historical Society<sup>1</sup>

### Public Facilities

- ◆ Newark Public Library<sup>1</sup>

### Performing Arts/Music/Arts Education

- ◆ Symphony Hall<sup>1</sup>
- ◆ Gallman's Newark Dance Theater
- ◆ Cathedral Concert Series
- ◆ Newark Boys Chorus
- ◆ New Jersey State Opera
- ◆ New Jersey Symphony
- ◆ Theater of Universal Images
- ◆ Ironbound Theater
- ◆ Mary Burch Theater (Essex Community College)
- ◆ Institute of Jazz Studies, Rutgers University
- ◆ Newark Community School of the Arts

### Historic Sites/Landmarks

- ◆ Significant Architectural Structures, include Sacred Heart Cathedral, Ballantine House, Essex County Courthouse, Newark Penn Station, Newark Broad Street Station, Symphony Hall and several historic districts, including Lincoln Park and James Street Commons.

1 Museum completed a \$20 million renovation and expansion which doubled gallery space in 1989; renowned for its collection of American decorative arts and Tibetan Art

2 NJ Historical Society maintains a diverse collection on NJ History

3 The Newark Public Library with an extensive collection of books, records, videotapes, microfilms and slides; 11 branches, including the Business Library on Commerce Street. The main branch of the Public Library located at Washington Park has been renovated recently, and hosts many exhibits as well as cultural and civic events

4 Symphony Hall, formerly known as the Mosque Theater, has a long and a rich history in Newark which continues today and into the future

5 Also the home of the Ensemble Theatre

### Dining/Eating Out

- ◆ Newark is renowned for its numerous varieties of cuisine, including the unlimited range of offerings in New York City, within easy reach.
- ◆ Selections include Spanish and Portuguese eateries within a seven block stretch along Market and Ferry Streets, soul food, Italian restaurants particularly in the North Ward, new modern restaurants in the Central Business District, and private clubs including the Essex Club and the proposed Newark Club within the Newark Center for Commerce and Education

### Sports Facilities/Parks/Recreation

- ◆ Meadowlands Sports Complex (East Rutherford): The complex includes facilities for concerts, shows and sports. The Brendan Byrne Arena seats 20,000, Giant Stadium seats 76,000 and the Meadowlands Racetrack seats 40,000.

# NEWARK

## IN NUMBERS!

- ♦ Major County Parks in Newark: Branch Brook Park (home of the annual Cherry Blossom Festival) and Weequahic Park.
- ♦ Major Downtown City Parks: Washington Park, Military Park, Lincoln Park.
- ♦ Within a 10-mile radius of Newark, are a zoo, ice rink, environmental center, craft center, fishing, hiking, championship golf courses, horseback riding, public tennis courts, and picnicking.

### *The Arts mean business and economic development:*

- ♦ In 1989, Newark's not-for-profit arts industry made direct expenditures of \$17.2 million, generating a total economic impact of \$30 million on the City of Newark, and \$52 million on the State of New Jersey.<sup>1</sup>
- ♦ Proposed State Performing Arts Center in Newark projected to draw 650,000 patrons annually, who will spend \$12 million per year for dining, hotels shopping and transportation, with a ripple effect generating \$35 million and 470 permanent jobs statewide.

Newark Arts Council Economic Impact Study, February 1990  
New Jersey Performing Arts Center Corporation Economic Impact Study, March 1990

### HEALTH SERVICES:

The Newark area is served by some of the nation's finest medical and health care facilities, providing unparalleled health care services and high quality health care education opportunities.

- ♦ The City of Newark has six major hospitals providing over 2249 beds, with 235 resident physicians and 130 dentists along with a state run ambulance service and three volunteer health squads. This represents 43.5 percent of the beds in Essex County and 7.3 percent of the beds in the State.
- ♦ Health care facilities in Newark expend over half a billion dollars annually, employ approximately 10,000, and have invested or have approved \$263,504,277 million for capital projects.
- ♦ Newark has two of six approved regional perinatal centers in the State. One of the centers is based at Newark Beth Israel Hospital and the other is a joint program between University Hospital and United Hospitals.
- ♦ Newark has three of thirteen approved adult cardiac surgical centers in the State. The centers at Beth Israel Hospital, St. Michael's and University Hospital together provide over 20 percent of adult surgical procedures in the State.

- ♦ Newark is the home of the only childrens hospital in the State, which has been recognized and designated by the State Legislature. With the addition of a new state-of-the-art facility to be constructed at UMDNJ, the Childrens Hospital will be comparable to childrens hospitals in Philadelphia and Boston.
- ♦ Newark has two approved organ transplant programs at Newark Beth Israel and at University Hospital.

### Newark Hospitals

Hospital	# of Beds	Area of Specialization
Beth Israel Medical Center	523	Leader in h.h.g. tech, specialized medical services. Beth Israel Hospital is one of the nation's leading cardiorace hospitals
St. Michael's Medical Center	411	One of the region's leading referral teaching hospitals, specializing in cardiology, blood research and infectious disease. A \$110 million renovation program is underway
University Hospital, UMDNJ	518	One of the State's largest employers and a prominent teaching hospital. The hospital offers specialized service in fertility, prenatal care, and cancer. The New Jersey Trauma Center is the only neuro-surgical institute care-unit, in the State. UMDNJ facilities include University Hospital, the Community Mental Health Center, the Centers for Advanced Biotechnology and Medicine, Molecular Medicine and Immunology, the Coriell Institute of New Jersey, the Samory Davis, Jr. National Liver Institute, and the Stone Center of New Jersey
United Hospitals Medical Center	402	Includes Children's Hospital, Presbyterian Hospital, Newark Eye and Ear Infirmary, Eye Institute of New Jersey, United Hospital Community Health Care Center, and United Hospitals Orthopedic Hospital.
Columbus Hospital	206	Community Service
St. James Hospital	189	Community Service

### HOUSING:

More market rate housing is being constructed downtown than in the last six decades. Over \$165 million has been invested in the construction of 2000 private investment, market rate units. Within 25 miles of Newark, just about every type of housing is available, including spacious single family homes, luxury townhouses, condominiums, and senior citizens housing. Tremendous growth in private housing, particularly market rate housing and low income housing is being constructed. New housing projects are being constructed throughout the City, including the Central Ward which includes the Central Business District.

- ♦ *Affordable Housing:* Numerous opportunities exist for professionals, clerical staff, and industry workers.

- *Middle Market Homes* abound in the \$200,000 range.
- *Executive Housing:* A unique variety of homes is available for \$500,000 to \$1 million.
- *Luxury Living:* Between one and three New Jersey communities are included in the nation's top ten affluent areas, and a dozen in the top fifty.

## New Private Housing Opportunities, City of Newark

### *Renaissance Towers*

111 Mulberry Street  
137 Units - 31 Condominiums and 6 Townhouses, Studio, 1BR, 2BR, 3BR

### *Mount Prospect Manor*

375 Mount Prospect Avenue  
43 Units - Condominiums, 1BR, 1 bath to 5BR, 4 1/2 bath

### *Tiffany Park (Phase 1 and 2)*

8 Tiffany Boulevard  
48 2&3BR, 18 1BR Townhouses

### *Society Hill at University Heights*

11 Rider Court  
1150 Units- 2-3BR Condominiums, Townhouses,  
382 complete, 150 under construction

### *University Estates*

South Orange Avenue and Richmond Street  
40 Units - Condominiums

### *Forrest Hills*

759 Summer Avenue  
132 Units 2BR Condominiums

### *19 Lyons Avenue*

19 Lyons Avenue  
67 Units 1BR and 2BR Condominiums

### *New Community Estates*

14th Avenue and Camden Street  
56 Units, 2BR Condominiums and 3BR Townhouses

### *Forest Hill Terrace*

88 Forest Hill Parkway  
n/a

### *Chocolate Factory*

51 Bruen Street  
25 Condominiums

### *Wilson Towers*

47-57 Wilson Ave  
57 Condominiums

## COMMUNICATIONS:

Although most major New York City newspapers, television and radio stations operate New Jersey bureaus and cover Newark and its environs, there are a number of media outlets in the region.

**Print:** *The Star-Ledger* (Newark) is the largest and most influential newspaper in New Jersey. Its circulation ranks 14th daily and 11th Sunday among all major newspapers nationally and has a greater circulation than the next three largest New Jersey newspapers combined.

Other area dailies include: *The Record* (Hackensack), *Elizabeth Daily Journal* (Elizabeth), *Jersey Journal* (Jersey City), *Hudson Dispatch* (Union City), *Home News* (New Brunswick), *North Jersey Herald and News* (Passaic), *Asbury Park Press* (Neptune), *Daily Record* (Parsippany), *News Tribune* (Woodbridge), *Courier News* (Bridgewater).

Newark's only news magazine dedicated exclusively to downtown Newark, the *Renaissance Reporter*, is published bi-monthly by Renaissance Newark, Inc. with a circulation of 50,000.

**Broadcast: Television:** Area television stations include WNET 13 (public television), WNJU-47, WHSE-68, WWOR-9, Gateway Cable (one of three area companies providing cable television service as well as local programming)

**Radio Stations:** WBGO-FM (88.3), WFMU (91.1), WNJR (1430), WMTZ (100.3), WSKQ AM (620). Several area college radio stations offer a variety of programming.

## HOTELS:

Nine hotels are located in Newark, of which two, the Hilton Gateway and the Quality Inn are located downtown. Three are located in nearby Elizabeth around Newark International Airport. These hotels offer over 3600 guest rooms, meeting, banquet and conference spaces, and free transportation to Newark Airport.

Hotel	Number of Rooms	Exhibition Space (square feet)
<i>Downtown Newark.</i>		
Hilton Gateway	253	4418
Quality Inn (Robert Treat Center)	171	12000

# NEWARK

## IN NUMBERS!

### At Newark Airport:

Days Inn	192	1200
Franklin Inn	171	None
Holiday Inn Jetport (Elizabeth)	312	8000
Ramada	343	2250
Courtyard by Marriott	146	None
Newark Airport Marriott	600	1500
The Radisson	504	9500
Sheraton (Elizabeth)	260	None
Vista International (Elizabeth)	388	7650
Holiday Inn North	234	5940

### Total Rooms/Exhibit Space, Newark vicinity<sup>1</sup>

3644	52458
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<sup>1</sup>Hotels listed are just for downtown Newark and the airport area, not the surrounding region.

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Business Journal of New Jersey (February 1991)

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New Jersey Department of Labor

New Jersey Department of the Treasury

*Newark Arts Today: Keynote for the Future.* A study by the Newark Arts Council, February, 1990

Port Authority of New York and New Jersey

Prudential Insurance Company

Public Service Electric and Gas, Area Development Department

Sales and Marketing Management, Survey of Buying Power, August 1991

### Public/Private Partnership:

Newark's continuing success in improving its economic base while making marked improvement to its quality of life can in large part be attributed to the remarkable coming together and commitment of the City's public and private sectors. The City of Newark's approach to development and investment is to assemble all necessary programs and assistance in one location. The Newark strategy is to bring to the interested parties the key officials and available programs in one central setting as opposed to directing people to a multitude of different offices, agencies, and departments. If you desire information or seek assistance, please take advantage of the City's public and private partnership by contacting us today.

### City of Newark, Office of the Deputy Mayor for Economic Development

(201) 733-6666

City Hall, Room 210

Newark New Jersey 07102

Upon his election in 1986, Mayor Sharpe James embarked on a bold and energetic agenda to establish public-private partnerships as the foundation of the City's renaissance. To provide a true bridge between the public and private sectors, Mayor James appointed Renaissance Newark, Inc.'s President, Everett Shaw, as the City's first Deputy Mayor for Economic Development.

The Mayor also appointed the Deputy Mayor for Economic Development as the Chair of a newly formed City Development Team to review and facilitate all development projects on going in Newark. The broad reaching agenda includes all of the on-going projects and proposals, both public and private, before various City departments and agencies. The Team includes all of the City department directors with development responsibility.

### Renaissance Newark, Inc.

(201) 430-8000

One Gateway Center, Lower Lobby

Newark, New Jersey 07102-5311

Newark's corporate leaders created RNI in 1980 as a privately funded non-profit economic development corporation charged with the responsibility for devising and implementing an overall framework, strategy and schedule for the economic and physical development of Downtown Newark.

Centralized coordination brings a host of incentives and assistance offered by the State, Federal, City government, local banks, private and non-profit organizations, and regional service organizations.

We know your time is important. Call the Office of the Deputy Mayor for Economic Development or Renaissance Newark, Inc. and let us show you how Newark's Numbers can work for you.

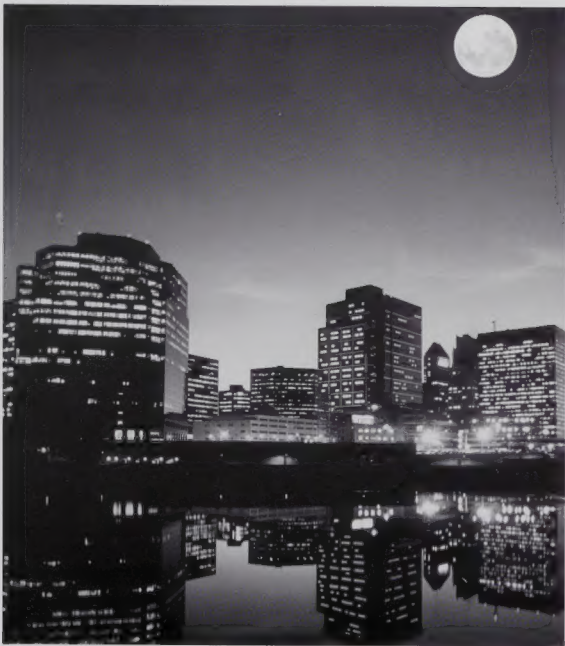
## **RENAISSANCE NEWARK INC. CONTRIBUTORS**

Amelior Foundation  
AT&T  
Bellemead Development Corporation  
Blue Cross & Blue Shield of NJ  
Broad National Bank  
Cathedral Healthcare Systems, Inc.  
Coopers & Lybrand  
Deloitte & Touche  
Ernst & Young  
First Fidelity Bancorporation  
Hemsley-Spear, Inc.  
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Mutual Benefit Life Insurance Company  
National Westminster Bank Corporation  
New Jersey Bell  
The Prudential Insurance Company  
Public Service Electric & Gas Company  
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## **SPECIAL THANKS TO NEWARK IN NUMBERS CONTRIBUTORS**

Bellemead Development Corporation  
Capital Hill Investment Corporation  
Edison Parking Corporation  
Hemsley-Spear, Inc.  
Newark Center Building Corporation  
Port Authority of New York and New Jersey  
The Prudential Insurance Company  
Public Service Electric & Gas Company  
Rachlin and Company  
Royal Gulf Realty  
Ten Park Place Associates  
U.S. Realty & Investment Company

Relocate in Newark. It will reflect well on your bottom line.



Newark is a mecca for business.

That comes as no surprise to people who are familiar with the advantages Newark offers business.

To begin with, Newark is surrounded by a major transportation network, which makes it easy to send goods and people anywhere in the world.

It costs a lot less to operate a business in Newark than it does in neighboring urban centers; one reason is that utility rates are nearly 50 percent lower than they are in the New York Metropolitan region. And PSE&G's reduced electric rate incentives help lower

the cost of doing business in Newark even more.

Space in Newark costs far less than in neighboring urban centers. And other incentive programs like low interest loans and tax abatements help, too.

The Site-Finders, PSE&G's team of area development specialists, can tell you everything there is to know about relocation opportunities in Newark. And their services are free.

For more information, call PSE&G Site-Finders at (201) 430-6861. Ask for your free brochure, "*Newark - the Excitement is Sky High.*"

The power is in your hands



**PSE&G**

## Message

**T**he one word which describes Newark's pathway to progress is partnership. It is the structure upon which the City's economic resurgence has been built. The sense of pride, broad vision for the future and general climate of optimism can be attributed to the strong relationship forged between the public and private sectors. This effort is spearheaded by Renaissance Newark, Inc. (RNI) and supported by the active participation of the City Administration.

Serving as RNI President and Deputy Mayor for Economic Development has enabled me to act as the liaison between the business community and the Office of the Mayor. This link keeps open the channels of communication and leverages the resources of both the public and private sectors to meet common revitalization objectives. Using the combined forces of the City and the private sector, RNI has contributed greatly to the expansion of Newark's economic base by initiating, coordinating, and negotiating major office, educational, transportation and cultural projects in Newark's downtown.

Behind each program and activity are hundreds of people who have chosen to become partners in determining Newark's future. There can never be too many partners in this process- join us and be part of Newark Now!



EVERETT SHAW

## Activities

**R**NI, through its affiliated task forces and organizations, provides the opportunity for the private sector to have an impact on public decision making. RNI captures the spirit and essence of partnership through a broad range of activities, and is constantly organizing and thereby strengthening the voice of the business community to create the best possible climate for development in downtown Newark.

■ **DOWNTOWN ORGANIZATIONS:** Three RNI affiliates play a prominent role in maximizing the involvement of the business community in public sector decision making to strengthen the private sector's input into problem solving: Center City, Washington Commons, and Government Center Development Corporations.

■ **POLICY MAKING:** RNI affects policy and legislation concerning critical issues and coordinates between the private sector and public agencies on these issues through its affiliates, the Downtown Transportation & Parking Task Force, the Downtown Security Task Force and the Image Task Force.

■ **PLANNING:** RNI prepares multi-block plans for the preservation of downtown neighborhoods (Market Square, Lincoln Park, James Street Commons, and Clinton-Commerce) as well as providing the leadership for the City Master Plan Committee completing the new Master Plan for the Central Business District and University Heights.

■ **PUBLICITY/IMAGING:** RNI, through its Image Task Force, implements public relations programs, special events, media outreach and develops promotional literature to publicize Newark's renaissance and enhance the City's image.

■ **MARKETING:** RNI heads up the City's major marketing initiatives including direct contacts with prospective tenants and businesses, prepares materials and holds receptions for targeted companies. This initiative is overseen by the Newark Developers Alliance, another RNI affiliate.

■ **TRANSPORTATION:** RNI advocates transportation projects through its efforts with the Department of Transportation, NJ Transit and puts together the State and Federal Priority Legislative Package through its work with the Downtown Transportation and Parking Task Force, the City Transportation Commission and the City/NJ Transit Working Group.

■ **ECONOMIC DEVELOPMENT PROJECTS:** RNI works directly with developers from project conception to completion to promote economic growth on projects such as One Newark Center, Seton Hall Law School, Market Square/State of New Jersey Relocation (707 Broad, 153 Halsey and 31 Clinton Streets) and the Blue Cross/Blue Shield Consolidation.

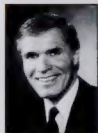
■ **HIGH IMPACT PROJECTS:** RNI has taken a leadership role in the planning and implementation of high impact projects. These projects significantly increase the City's revenue base through direct benefit and indirect economic development spinoff. The Performing Arts Center, the soon to be built rail link between downtown and the Airport, and the recently organized Science Park are examples of such high impact projects.

## TASK FORCES

- Downtown Security Task Force
- Downtown Transportation and Parking Task Force
- Downtown Business Corridors Task Force
- Image Task Force
- Mayor's Performing Arts Center Task Force
- City Transportation Commission

## AFFILIATES

- Washington Commons Development Corporation
- Center City Development Corporation
- Government Center Development Corporation
- Newark Developers Alliance
- Symphony Hall/Lincoln Park Cultural District Group
- Clinton Commerce Group
- Special Improvement District Group
- Growth Connection Coalition



RAYMOND G. CHAMBERS  
Chairman  
Amelior Foundation



JAMES G. CULLEN  
President &  
Chief Executive Officer  
New Jersey Bell



E. JAMES FERLAND  
Chairman, President &  
Chief Executive Officer  
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DON H. NORTON  
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Corporation



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# RENAISSANCE NEWARK INC.

## PARTNERSHIP

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*An All American City*